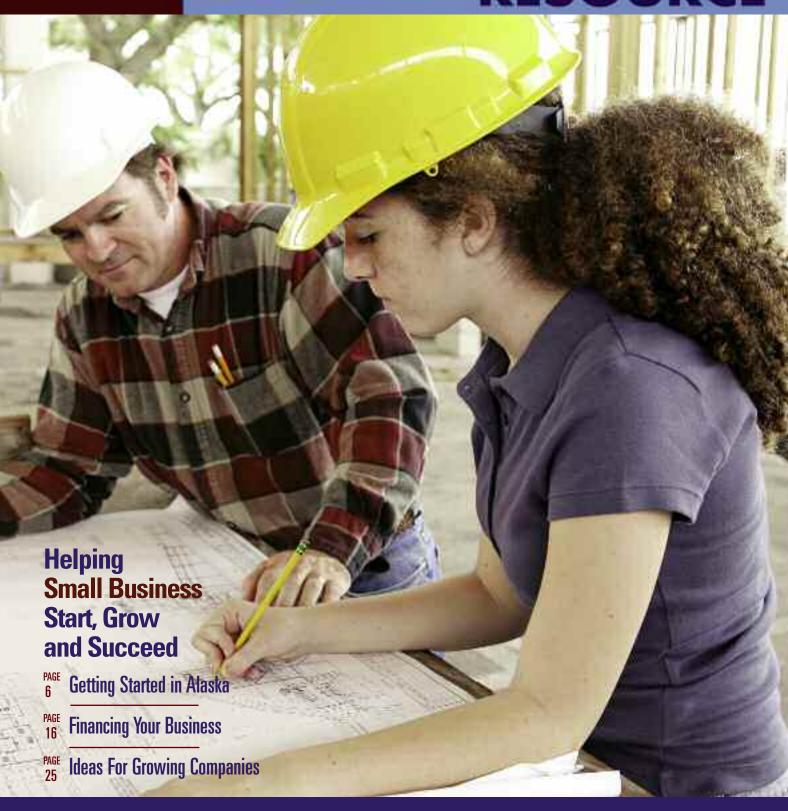
ALASKA SRA RESOURCE



CONTENTAL BUSINESS TO THE CONTENT OF THE CONTENT OF

FEATURES

- 3 Introduction
 - 3 Welcome Letter
 - 4 Director's Message
- 6 Getting Started

Everything you need to know about setting up, marketing and managing the revenue of your business.

11 Regulations

Common requirements that affect small businesses.

16 Getting Approved

Financing Options to Start or Grow Your Business.

25 Small Business Training Network

Find out how and where the SBA can help your business grow.

26 Contracting Opportunities SBA is working to ensure small businesses obtain fair share of government contracts and subcontracts with a number of programs. 30 Disaster Recovery

There are several types of assistance available to qualified applicants.

31 Advocacy

Find out about the outside research for the small business owners.

32 Other Sources of Assistance

Chambers of Commerce can be a vital resource for the small business owner.

35 Lender Listing



Everything you need to know about setting up, marketing and managing the revenue of your business."



Publishers of Small Business Resource

Advertising

Phone 863-294-2812 • 800-274-2812 Fax 863-299-3909 • www.sbaguides.com

Staff

President/CEO

Joe Jensen jjensen@reni.net

English Small Business Resource Advertising Nicky Harvey nharvey@reni.net

Martha Theriault mtheriault@reni.net
John Beward jbeward@reni.net

Creative and Production

Diane Traylor dtraylor@reni.net
Ron Palfrey rpalfrey@reni.net
Mary Nason mnason@reni.net
Mami Li mli@reni.net

Finance

Denise Harwell dharwell@reni.net

Research Manager

Cheryl Watwood cwatwood@reni.net

IT Department

Jay Hook jhook@reni.net

SBA's Marketing Office:

The Small Business Resource Guide is published under the direction of SBA's Office of Marketing and Customer Service.

Director

Laura Fox laura.fox@sba.gov

Editorial Content

Robert Dillier robert.dillier@sba.gov

Graphic Design

Gary

Shellehamer gary.shellehamer@sba.gov

Information in this Small Business Resource is subject to change without notice. While every reasonable effort has been made to ensure that the information was accurate as of publication date, RENI and its employees, agents, clients and distributors shall not be liable for any damages arising from the use of or reliance on the information contained in this publication or from omissions to this publication.

Printed in the United States of America

SBA's participation in this publication is not an endorsement of the views, opinions, products or services of the publisher or any advertiser or other participant appearing herein. All SBA programs or cosponsored programs are extended to the public on a nondiscriminatory basis.

WELCOME

merica is a country of entrepreneurs. It was built by entre-preneurs, and over the years, our economy has grown on the strength of our entrepreneurs. America has an economy that regenerates, is flexible, and adapts to opportunity. And this is due in large part to the entrepreneurial spirit and drive of small business owners like you.

The U.S. Small Business Administration plays a vital role in enabling America's entrepreneurs and small business owners. Some of America's corporate icons, in fact, received some help from SBA along the way – companies like Intel, Apple, Staples, FedEx, Nike, and Under Armour, to name a few.

Through our wide array of services – loan guaranties, assistance for small businesses in federal contracting, and business counseling – the SBA has helped millions of entrepreneurs start and grow their small businesses. The agency continues to expand our support for small businesses. We currently guarantee more than \$75 billion in loans and investments; our resource partners' network of more than 1,500 centers provide counseling to more than 1 million entrepreneurs every year; and we helped small businesses secure close to \$80 billion in prime federal contracts in fiscal 2006.

This resource guide is your roadmap to all of our valuable products and services. I hope that you'll read it closely; the SBA team has worked hard to ensure the information here is useful and up to date. In addition, I encourage you to visit your local SBA District Office, which is a great portal to SBA assistance and can help you start and grow your business.

"Our Nation's strength lies in the freedom to pursue dreams and turn ideas into enterprises," President Bush stated recently. "By taking risks and starting new ventures, America's entrepreneurs are creating jobs, growing our economy, and helping secure our country's place as a leader in the global economy."

Entrepreneurs and small business owners will continue to drive our economy, and the SBA and our network of resource partners will continue to enable their success. In the pages of this resource guide, you'll be able to find important information about all of the products and services that the SBA offers to help you.

Running your own business is challenging: the hours are long and the demands are high. But it is also rewarding. As you work to realize your small business dreams, I hope that you'll keep in mind all that SBA can offer, and let us help you succeed.

About the SBA

www.sba.gov

Your Small Business Resource

Every day, the U.S. Small Business Administration and its nationwide network of partners help millions of potential and current small business owners start, grow and succeed.

Resources and programs targeting small businesses provide an advantage necessary to help small businesses effectively compete in the marketplace and strengthen the overall U.S. economy.

SBA offers help in the following areas:

- · Starting a Business
- Financing a Business

- · Growing a Business
- · Opportunities in Contracting
- Recovering From Disaster
- A Voice for Small Business in Government

Visit SBA online at www.sba.gov for 24/7 access to small business news, information and training for entrepreneurs.

All SBA programs and services are provided on a nondiscriminatory basis.



Message From The District Director

Rules For Success

Like today's small businesses, large corporate success stories started with only an entrepreneur and a dream.

his is a year of celebration in Alaska. People are gathering in communities around the state to commemorate the milestones leading up to the 50th anniversary of Alaskan statehood. In Fairbanks, people will observe Congress' passing of the Alaska Statehood Act; in Juneau, they will remember when President Eisenhower signed it into law; and in Anchorage, festivities on January 3, 2009 will mark the 50th anniversary of President Eisenhower's signing of the Declaration of Statehood, when Alaska officially became the 49th of the United States.

In 1953, six years before Alaska achieved statehood, Congress created the U.S. Small Business Administration. For longer than Alaska has been a state, the SBA has been working to strengthen and support American small businesses. More than a half-century later, we in the SBA Alaska District Office celebrate the pioneering spirit of the early

Alaskans that endures in entrepreneurs who brave the elements, take risks, and work tirelessly to achieve their dreams.

We thank RENI Publishing and our advertisers for their partnership in producing this year's Small Business Resource. This guide offers a wealth of practical information about the programs and services that are available to help you with starting or expanding your own business. Our Resource Partners, including the Alaska Small Business Development Center, SCORE Counselors to America's Small Business. Women\$Finances (a Women's Business Center in Anchorage), offer free one-on-one business counseling and low-cost training to current and prospective entrepreneurs around the state. They can assist you with writing a solid business plan, developing realistic financial projections, identifying innovative ways to market your products or services, and even getting started with exporting and government contracting. Our

participating lenders also do a terrific job of using our loan guaranty programs to provide Alaskan small businesses with access to capital.

As we commemorate the Alaskan journey to statehood this year, we welcome the opportunity to be a part of your entrepreneurial adventure. We invite you to stop by our offices in Anchorage, Fairbanks, and Juneau, or contact us by phone or email. The staff listing provides contact information for all of the SBA team members in Alaska. You can also visit us on the web at www.sba.gov/ak. We look forward to hearing from you and being your small business resource.

Sincerely.

Haren n Foreland

Karen N. Forsland

District Director of SBA's Alaska District Office

We Welcome Your Questions

For extra copies of this publication or questions please contact:

Alaska District Office 510 L Street, Suite 310 Anchorage, AK 99501

Tel.: 907-271-4022 TF: 800-755-7034 Fax: 907-271-4545 TDD: 907-271-4005

Website: www.sba.gov/ak



The SBA helps business owners grow and expand their businesses every day.

4 - Small Business Resource ALASKA Visit us online: www.sba.gov/ak

Doing Business in Alaska

THE ALASKA DISTRICT OFFICE

The Alaska District Office is responsible for the delivery of SBA's many programs and services. The District Director is Karen Forsland. The District Office is located at 510 L St., Ste. 310, Anchorage, AK 99501. Office hours are from 8:00 AM until 4:30 PM, Monday through Friday.

CONTACTING THE ALASKA DISTRICT OFFICE

For information about SBA financing, government contracting assistance, and other SBA programs and services, or to invite someone to speak to your group, please call 907-271-4022 or visit our web site at: www.sba.gov/ak.

SERVICES AVAILABLE

Financial assistance for new or existing businesses through guaranteed loans made by area bank and non-bank lenders.

Free counseling, advice and information on starting, better operating or expanding a small business is available through the SBA and our Resource Partners, including the Alaska Small Business Development Center (SBDC), SCORE Counselors to America's Small Business, and Women\$Finances, an SBA Women's Business Center (WBC) in Anchorage.

Free and low-cost small business training events are offered around the state by the SBA and its Resource Partners.

Through the 8(a) Business Development Program, assistance is available to help small businesses owned and controlled by socially and economically disadvantaged individuals to compete in the American economy and access the federal procurement market.

A Women's Business Ownership Representative is available to assist women business owners. Please contact Nelida Irvine at 907-271-4027 or e-mail: nelida.irvine@sba.gov.

A Veterans Representative is available to assist veterans. Please contact Don Nagel at 907-271-4841 or e-mail: don.nagel@sba.gov.

SUCCESS STORY

Denali Park Salmon Bake Wins the SBA's 2008 Small Business Persons of the Year Award for Alaska

Each year, several hundred thousand people visit Denali National Park, Interior Alaska's most popular tourist destination. Major corporations know this, and have developed several resort hotels in the area. Despite this strong competition, the Denali Visions 3000 team of Dave Coleman, Jason Motyka and Marc Boghosian, who operate the Denali Park Salmon Bake, has shown how a small business with a terrific concept and the right management team can become a significant competitor.

Two of the members of the Denali Visions 3000 team, Dave and Marc, are longtime friends. Dave and Jason knew each other because Jason was a raft guide near the bar Dave managed in Denali, and by sheer coincidence, they also stayed at the same campground in 2002 during a surfing vacation in Costa Rica. During that trip, they talked about the live music scene in Denali, and how there was a need for a venue that served

fish tacos and carne asada burritos like the ones they were eating on the beach.

A couple years later, Dave and Jason were both involved with a small group of investors that unsuccessfully attempted to acquire a local restaurant in Denali. Shortly thereafter, they were eating lunch at another local restaurant, the Denali Park Salmon Bake, and approached the owner with their vision. The owner knew his venue was superior in size and location to the one that they had tried to acquire, and was not interested in selling, but he ultimately agreed to lease the facilities to them on a long term basis. Dave and Jason lacked the capital necessary to repair and upgrade the building, so they approached Dave's old friend Marc, who owned a local construction business. With their team in place, the young entrepreneurs secured a line of credit from First National Bank Alaska and started implementing their vision.

— continued on page 18

ALASKA

SBA Staff Listing

www.sba.gov/ak

ALASKA DISTRICT OFFICE

Anchorage

510 L St., Ste. 310 Anchorage, AK 99501 907-271-4022 • 800-755-7034 Toll Free 907-271-4545 Fax • 907-271-4005 TDD

EXECUTIVE DIRECTION FORSLAND, Karen District Director 907-271-4861 karen.forsland@sba.gov

DICKEY, Sam

Deputy District Director
907-271-4844
sam.dickey@sba.gov

RYDER, Troy **Program Support Assistant**907-271-4022

troy.ryder@sba.gov

LEGAL DIVISION
PEARSON, Robert
District Counsel
907-271-4815
robert.pearson@sba.gov

8(a) BUSINESS

DEVELOPMENT DIVISION
COURTNEY, Joyce
Business Opportunity
Specialist
907-271-4837
joyce.courtney@sba.gov

JOHNSON, Janet Business Opportunity Specialist 907-271-4857 janet.johnson@sba.gov

NAGEL, Don Administrative Officer/Business Opportunity Specialist 907-271-4841 don.nagel@sba.gov BUSINESS
DEVELOPMENT DIVISION
IRVINE, Nelida
Lender Relations
Specialist
907-271-4027
nelida.irvine@sba.gov

ECONOMIC DEVELOPMENT DIVISION

FAIRBANKS AND JUNEAU OFFICES

SWINGLE, Scott
Senior Area Manager,
Northern Alaska
2175 University Ave. S.,
Ste. 201C
Fairbanks, AK 99709
907-474-4878
907-474-4879 Fax
scott.swingle@sba.gov

LEA, Amy Senior Area Manager, Southeast Alaska 3100 Channel Dr., Ste. 317 Juneau, AK 99801 907-586-8714 907-586-8725 Fax amy.lea@sba.gov

OFFICE OF GOVERNMENT CONTRACTING RELATIVO, Marichu Procurement Center Representative 907-271-2297 marichu.relativo@sba.gov

OFFICE OF CERTIFICATION AND ELIGIBILITY ANDERSON, Katherine Business Opportunity Specialist 907-271-4850 katherine.anderson@sba.gov

INTRODUCTION

GETTING STARTED

The SBA Can Help You Start And Expand Your Own Business



very day the U.S. Small Business Administration and its nationwide network of resource partners help millions of potential and current small business owners start, grow and succeed.

Whether your target market is global or just your neighborhood, the U.S. Small Business Administration and its partners can help at every stage of turning your entrepreneurial dream into a thriving business.

If you're just starting, the SBA and its resources can help you with loans and business management skills. If you're already in business, you can use the SBA's resources to help manage and expand your business, obtain government contracts, recover from disaster, and have your voice heard in the federal government.

You can access SBA help online 24 hours a day at www.sba.gov or visit one of our local offices for assistance.

Resources To Get You Started

Our resources include the SBA's district offices serving every state and territory, nearly 400 offices of SCORE – Counselors to America's Small Businesses, more than 1,000 Small Business Development Centers primarily located on college campuses, and approximately 114 Women's Business Centers located across the country. More information about SCORE, SBDCs and the WBCs is detailed later in this publication, or you can click on www.score.org,

http://www.sba.gov/aboutsba/sbaprograms/sbdc/index.html for SBDCs or www.sba.gov/services/ and choose "Women's Business Centers from the "Counseling & Assistance" heading at the bottom.

These professionals can also help you with writing a formal business plan, locating sources of financial assistance, managing and expanding your business, finding opportunities to sell your goods or services to the government, recovering from disaster or acting as advocates for small businesses with Congress and regulatory agencies.

The SBA has programs for helping special audiences, such as women and veterans, become small business owners.

Most new business owners who succeed have planned for every phase of their success. Thomas Edison, the great American inventor, once said, "Genius is I percent inspiration and 99 percent perspiration." That same philosophy also applies to starting a business.

First, you'll need to generate a little bit of perspiration deciding whether you're the right type of person to start your own business.

IS ENTREPRENEURSHIP FOR YOU?

In business, there are no guarantees. There is simply no way to eliminate all the risks associated with starting a small business - but you can improve your chances of success with good planning, preparation, and insight. Start by evaluating your strengths and weaknesses as a potential owner and manager of a small business. Carefully consider each of the following questions:

- Are you a self-starter? It will be entirely up to you to develop projects, organize your time, and follow through on details.
- How well do you get along with different personalities? Business owners need to develop working relationships with a variety of people including customers, vendors, staff, bankers, and professionals such as lawyers, accountants, or consultants. Can you deal with a demanding client, an unreliable vendor, or a cranky receptionist if your business interests demand it?
- How good are you at making decisions?
 Small business owners are required to make decisions constantly - often quickly, independently, and under pressure.
- Do you have the physical and emotional stamina to run a business? Business ownership can be exciting, but it's also a lot of work. Can you face six or seven 12-hour workdays every week?
- How well do you plan and organize? Research indicates that poor planning is responsible for most business failures. Good organization — of financials, inventory, schedules, and production can help you avoid many pitfalls.

ON THE UPSIDE

It's true, there are a lot of reasons not to start your own business. But for the right person, the advantages of business ownership far outweigh the risks.

- You get to be your own boss.
 - Hard work and long hours directly benefit you, rather than increasing profits for someone else.
 - A new venture is exciting.
 - Earnings and growth potential are far less limited.
 - Running a business will provide endless variety, challenge and opportunities to learn.

6 - Small Business Resource ALASKA Visit us online: www.sba.gov/ak

- Is your drive strong enough? Running a business can wear you down emotionally.
 Some business owners burn out quickly from having to carry all the responsibility for the success of their business on their own shoulders. Strong motivation will help you survive slowdowns and periods of burnout.
- How will the business affect your family? The first few years of business start-up can be hard on family life. It's important for family members to know what to expect and for you to be able to trust that they will support you during this time. There also may be financial difficulties until the business becomes profitable, which could take months or years. You may have to adjust to a lower standard of living or put family assets at risk in the short-term.

Once you've answered those questions, you should consider what type of business you want to start.

FRANCHISING

There are more than 3,000 franchised businesses. The challenge is to decide on one that both interests you and is a good investment. Many franchising experts suggest that you comparison shop by looking at multiple franchise opportunities before deciding on the one that's right for you.

Some of the things you should look at when evaluating a franchise: profitability, effective financial management and other controls, a good image, integrity and commitment, and a successful industry.

In the simplest form of franchising, while you own the business, its operation is governed by the terms of the franchise agreement. For many, this is the chief benefit for franchising. You are able to capitalize on a business format, trade name, trademark and/or support system provided by the franchisor. But you operate as an independent contractor with the ability to make a profit or sustain a loss commensurate with your ownership.

If you are concerned about the risk involved in a new, independent business venture, then franchising may be the best business option for you. Remember that hard work, dedication and sacrifice are key elements in the success of any business venture, including franchising.

For more information visit the SBA Web site at:

http://www.sba.gov/smallbusinessplanner/st art/ and click on "Buy a Franchise" from the menu on the right side; or visit the Franchise Registry at www.franchiseregistry.com/ or call your local SBA office.

HOME-BASED BUSINESS CONSIDERATIONS

Going to work used to mean traveling from home to a plant, store or office. Today many people do some or all their work at home.

Garages, basements and attics are being transformed into the corporate headquarters of the newest entrepreneurs — the home-based business person.

Getting Started

Before diving headfirst into a home-based business, you must know why you are doing it. To succeed, your business must be based on something greater than a desire to be your own boss. You must plan and make improvements and adjustments along the road.

Ask yourself these questions — and remember, there are no best or right reasons for starting a home-based business. But it is important to understand what the venture involves.

Working under the same roof where your family lives may not prove to be as easy as it seems. It's important to work in a professional environment. One suggestion is to set up a separate office in your home to create this professional environment.

Ask yourself:

- Can I switch from home responsibilities to business work?
- Do I have the self-discipline to maintain schedules?
- Can I deal with the isolation of working from home?
- Am I a self-starter?

Finding Your Niche

Choosing a home business must be approached carefully.

Ask yourself:

- Does my home have the space for a business?
- Can I identify and describe the business I want to establish?
- Can I identify my business product or service?
- Is there a demand for that product or service?
- Can I successfully run the business from home?



For ALL Your Franchising Needs

Go To:

www.franmarket.com/sba

Legal Requirements

A home-based business is subject to many of the same laws and regulations affecting other businesses.

Some general areas include:

- Zoning regulations. If your business operates in violation of them, you could be fined or shut down.
- Product restrictions. Certain products cannot be produced in the home. Most states outlaw home production of fireworks, drugs, poisons, explosives, sanitary or medical products and toys.
 Some states also prohibit home-based businesses from making food, drink or clothing.

Be sure to consult an attorney and your local, city and state departments of labor to find out which laws and regulations will affect your business. Additionally, check on registration and accounting requirements needed to open your home-based business. You may need a work certificate or license from the state. Your business name may need to be registered with the state. A separate business telephone and bank account are good business practices.

Also remember, if you have employees you are responsible for withholding income and social-security taxes, and for complying with minimum wage and employee health and safety laws.

If you're convinced that working from home is for you, it's time to create your business plan. The SBA and its resource partners, such as SCORE, SBDCs and WBCs can help make the process easier.

REACHING UNDERSERVED AUDIENCES

Women - Business Owners

Women entrepreneurs are changing the face of America's economy. In the 1970's, women owned less than five percent of the nation's businesses. Today, they are at least equal owners of nearly half the nation's businesses and are majority owners of about a third of all small businesses. SBA serves women entrepreneurs nationwide through its various programs and service, some of which are designed especially for women. Many of these are overseen by SBA's Office of Women's Business Ownership.

Women's business ownership representatives in every SBA district office coordinate services for women, helping them access appropriate training, counseling, mentoring, federal contracting opportunities, financing, and more. They can also provide information on other local resources, including SBA resource partners and lenders.

The SBA's Women Business Centers are a nationwide network of 114 community-based centers that provide business training, counseling, mentoring and other assistance

geared to women, particularly those who are socially and economically disadvantaged. To meet the needs of women entrepreneurs, the WBCs offer their services at convenient times and locations. Some offer child care during training and many provide assistance and materials in different languages, depending on the needs of the individual communities they serve. Classes are either free or offered at a small fee, and scholarships are often available to those who need them. A number of WBCs also provide courses and counseling via the Internet, mobile classrooms and satellite locations.

Both SBA district offices and women's business centers offer mentoring roundtables. If there is not an existing roundtable nearby, women's business centers may be able to help women entrepreneurs set them up.

To find the nearest women's business ownership representative or women's business center, and to learn more about SBA programs and services, visit the Office of Women's Business Ownership at www.sba.gov/women.

Women\$Finances

Women\$Finances is the only Small Business Administration designated Women's Business Center in Alaska. The organization provides entrepreneurial training courses, hands-on computer and internet training, microloans up to \$10,000 for women-owned businesses, marketing opportunities, mentoring, and consultations. For additional information contact:

YWCA Anchorage Women\$Finances 324 E. 5th Ave. Anchorage, AK 99501 907-644-9611 ● 907-644-9650 Fax www.ywcaak.org/finances.htm

VETERANS BUSINESS DEVELOPMENT

The SBA offers a variety of services to American veterans who have made or are seeking to make the transition from service member to small business owner. Each of SBA's 68 district offices throughout the country has designated a Veterans Business Development Officer to help veterans prepare, plan and succeed entrepreneurship. The Veterans Business Outreach Center Program provides online face-to-face entrepreneurial development services such as business training, counseling and mentoring to eligible veterans owning or considering starting a small business. SBDCs and SCORE also provide targeted management assistance to veterans who are current or prospective small business owners. SCORE also provides resources and counseling services online at: www.score.org.

The SBA offers special assistance for activated Reserve and National Guard members and the small businesses they work in or own. Any self-employed Reserve or Guard member with an existing SBA loan can request from their SBA lender or SBA district office, loan payment deferrals, interest rate reductions and other relief after they receive their activation orders.

The SBA offers special low-interest-rate financing to small businesses when an owner or essential employee is called to active duty. The Military Reservist Economic Injury Disaster Loan Program provides loans to eligible small businesses to cover operating costs that cannot be met due to the loss of an essential employee called to active duty in the reserves or National Guard. Small businesses may apply for MREIDLs of up to \$1.5 million if they have been financially impacted by the loss of an essential employee. The SBA has created a special Web page specifically for Reserve and Guard members at: http://www.sbq.gov/gboutsbg/ sbaprograms/reservists/index.html.

To ensure that veterans, service-disabled veterans and Reserve and National Guard member entrepreneurs receive special consideration in all its entrepreneurial programs and resources, the SBA has established a fully staffed Office of Veterans Business Development. OVBD develops and distributes various informational materials for entrepreneurship such as the Veterans Business Resource Guide, VETGazette, Getting Veterans Back to Work, and various other materials. Veterans may access these resources and other assistance from OVBD the Web visiting www.sba.gov/VETS/.

For more information or special assistance with government contracting, including programs for veterans and service-disabled veterans, please check the Contracting Opportunities section of this publication, and the Web site above.

SBA's Patriot Express Initiative has new and enhanced programs and services for veterans and members of the military community wanting to establish or expand small businesses. See the Financing section for more information on Patriot Express.

NATIVE AMERICAN BUSINESS DEVELOPMENT

The SBA is also working to ensure that entrepreneurship opportunities are available for American Indians, Native Alaskans and Native Hawaiians seeking to create, develop and expand small businesses. These groups have full access to the necessary business development and expansion tools available through the agency's entrepreneurial development, lending and procurement

programs. More information is at: http://www.sba.gov/aboutsba/sbaprograms/naa/index.html

WRITING A BUSINESS PLAN

After you've thought about your business, the next step is to develop a business plan. The business plan is a formal document explaining in some detail your plans to develop a financially successful business. It's vitally important for two reasons:

- Preparing a business plan forces you to think through every aspect of your business. If you need outside money, your business plan will be one of the first things the lender or investor wants to see.
- A business plan serves as an assessment tool for you.

A comprehensive business plan is not done on the spur of the moment. It can be a long process, and you need good advice. The SBA and its resource partners, including Small Business Development Centers located on many college campuses, Veterans Business Outreach Centers, SCORE, Counselors to America's Small Business, and Women's Business Centers, have the expertise to help you craft a winning business plan.

You can find the nearest SBDC at: http://www.sba.gov/aboutsba/sbaprograms/sbdc/index.html.

IN GENERAL, HERE'S WHAT A GOOD BUSINESS PLAN CONTAINS:

Introduction

- Give a detailed description of the business and its goals.
- Discuss ownership of the business and its legal structure.
- List the skills and experience you bring to the business.
- Discuss the advantages you and your business have over competitors.

Marketing

- Discuss the products and services your company will offer.
- Identify customer demand for your products and services.
- Identify your market, its size and locations.
- Explain how your products and services will be advertised and marketed.
- · Explain your pricing strategy.

Financial Management

- Develop an expected return on investment and monthly cash flow for the first year.
- Provide projected income statements, and balance sheets for a two-year period.
- Discuss your break-even point.
- Explain your personal balance sheet and method of compensation.
- Discuss who will maintain your accounting records and how they will be kept.

 Provide "what if" statements addressing alternative approaches to problems that may develop.

Operations

- Explain how the business will be managed day-to-day.
- · Discuss hiring and personnel procedures.
- Discuss insurance, lease or rent agreements, and issues pertinent to your business.
- Account for the equipment necessary to produce your goods or services.
- Account for production and delivery of products and services.

Concluding Statement

Summarize your business goals and objectives and express your commitment to the success of your business. Once you have completed your business plan, review it with a friend or business associate or SCORE counselor or Small Business Development Center representative.

Remember, the business plan is a flexible document that should change as your business grows.

SCORE

SCORE is a 10,500-member volunteer nonprofit association which operates under a cooperative agreement with the U.S. Small Business Administration. SCORE, with more than 40 years experience helping small businesses succeed, matches volunteer business-management counselors with clients in need of expert advice. SCORE has experts in virtually every area of business management and maintains a national skills roster to help identify the best counselor for a particular client. Volunteer counselors, whose collective experience spans the full range of American enterprise, share their management and technical expertise with both current and prospective small business owners.

Most SCORE volunteers are retired business owners or managers, though some members are still actively employed. Volunteers work in or near their home communities to provide management counseling and training to first-time entrepreneurs and current small business owners. They meet with clients at a SCORE chapter office, an SBA office or at the client's place of business.

Every effort is made to match a client's needs with a counselor who is experienced in a comparable line of business. All individual and team counseling is free; there may be a nominal fee for workshops and seminars.

Through in-depth counseling and training, SCORE volunteers help prospective and established small business owners and managers identify problems, determine the causes and find solutions.

Any small business can obtain help from

WEBSITE

Business plan help

The nearest SCORE chapter can be located at: www.score.org.

For business plan help at the SCORE Web site, click on "Business Tools" from the left-hand menu, then click on "Template Gallery."

You can find the nearest VBOC at: www.sba.gov/vets.

To find WBCs, click on: www.sba.gov/services/ and choose "Women's Business Centers" from the "Counseling and Assistance" heading at the bottom.

You can also find business-plan help on the SBA's Web site at:

http://www.sba.gov/smallbusinessplanner/ then choose "Writing a Business Plan" from the "Plan Your Business" menu along the bottom.)

SCORE. Whether you are considering starting your own business, have a business that is experiencing problems, are ready to expand, or need some other type of advice, SCORE can help. The approach is confidential and personal. You don't need to be applying for or have an SBA loan to participate in the program. In fact, an idea is all that is necessary; consultation and counseling before a business start-up is an important part of SCORE's service.

SCORE Chapter 558 District 1084

510 L St., Ste. 310 Anchorage, AK 99501 907-271-4022 800-755-7034 Toll Free 907-271-4545 Fax 907-271-4005 TDD score558@gci.net www.akscore.org

SCORE's Presence on the Internet

SCORE can also be found on the Internet at www.score.org. SCORE's presence on the Internet makes it possible to reach more small business clients than ever with online mentoring and counseling services.

Business owners are now turning to the technology of the Web to fulfill their needs for information and advice. SCORE is primed to meet their requests for help by offering email counseling, maps to local SCORE chapters, hotlinks to other business resources on the Internet and more at the click of a mouse. E-mail counseling is provided by the Cyber-chapter, which now includes more than 1,200 online members. You can choose from almost 800 unique skills to find the cybercounselor who best suits

your individual needs, including special counseling for veterans, service-disabled veterans and Reserve component members. Log on to SCORE's Internet site at www.score.org to take advantage of the many services SCORE has to offer your business.

SMALL BUSINESS DEVELOPMENT CENTERS

As the SBA's largest non-finance program, Small Business Development Centers meet the needs of small businesses and promote economic development in local communities by helping to create and retain jobs. Partially funded by a cooperative agreement with SBA, SBDCs meet the counseling and training needs of more than 650,000 start-ups or existing business clients annually.

SBDCs provide services such as development of business plans, manufacturing assistance, financial packaging assistance, contracting assistance and international trade assistance. Special emphasis areas include ecommerce, technology transfer, IRS, EPA and OSHA regulatory compliance, research and development, Defense Economic Transition Assistance, disaster recovery assistance and market research. Based on client needs, SBDCs tailor their services to meet the evolving needs of the local small business community.

SBDCs deliver management and technical assistance to prospective and existing small businesses using an effective business education network of 63 lead centers and more than 1,000 service-center locations contracted to manage a broad-based SBDC program. SBDCs are located throughout the U.S., District of Columbia, Guam, Puerto Rico, American Samoa and the U.S. Virgin Islands.

There are specialized programs for small businesses owned by individuals who are socially and economically disadvantaged, women, veterans, Reservists, people with disabilities and persons in low- and moderate-income urban and rural areas.

For more information, visit the Web site at: www.sba.gov/aboutsba/sbaprograms/sbdc/index.html.

Alaska Small Business Development Center Statewide Office 430 W. 7th Ave., Ste. 110

Anchorage, AK 99501-3550
907-274-7232
800-478-7232 Toll Free
907-274-9524 Fax
www.aksbdc.org
Jason Dinneen, State Director
anjad2@uaa.alaska.edu
Debi Fowler, Associate State Director
andjf@uaa.alaska.edu
Martin Colbert, Fiscal Officer
anmec2@uaa.alaska.edu
Bonnie Jack, Special Projects Coordinator
bonniel.jack@alaska.net
Winnie Cichosz, Marketing Coordinator
anwc2@uaa.alaska.edu



Alaska Small Business Development Center Great North Region

604 Barnette St., Ste. 220
Fairbanks, AK 99701-4655
907-456-7232
800-478-1701 Toll Free
907-456-7233 Fax
www.aksbdc.org
Matt Tullar, Great North Region Director
anmkt@uaa.alaska.edu
Heather Heinkeken, Business Advisor
anhlh1@uaa.alaska.edu
Tina Henne, Administrative Assistant
aygreatnorth@uaa.alaska.edu

Alaska Small Business Development Center Central Region

201 N. Lucille St., Ste. 2A
Wasilla, AK 99654-7010
907-373-7232 ● 907-373-7234 Fax
www.aksbdc.org
Jason Dinneen, Central Region Director
anjad2@uaa.alaska.edu
Vicki Wehe, Business Advisor
pnvlw@uaa.alaska.edu
Kendra Conroy, Administrative Assistant
anklc3@uaa.alaska.edu

Alaska Small Business Development Center South Central Region

430 W. 7th Ave., Ste. 110
Anchorage, AK 99501-3550
907-274-7232
800-478-7232 Toll Free
907-274-9524 Fax
www.aksbdc.org
Debi Fowler, South Central Region Director
andjf@uaa.alaska.edu
Klaus Reich, Business Advisor
ankhr@uaa.alaska.edu
Jennifer Burn, Administrative Assistant
anjlb1@uaa.alaska.edu
Tammy Anderson, Client Services Coordinator
aysbdcfd@uaa.alaska.edu

Alaska Small Business Development Center South Central Region – Satellite office

Chugiak/Eagle River Campus 10928 Eagle River Rd. Eagle River, AK 99577-8052 By appointment only. Call: 907-274-7232

Alaska Small Business Development Center South West Region

43335 Kalifornsky Beach Rd., Ste. 12 Soldotna, AK 99669-8250 907-260-5629 • 907-260-1695 Fax www.aksbdc.org Mark Gregory, South West Region Director inmeg@uaa.alaska.edu Bunny Kishaba, Administrative Assistant inblk@uaa.alaska.edu

Alaska Small Business Development Center Southeast Region

3100 Channel Dr., Ste. 306
Juneau, AK 99801-7814
907-463-3789 • 907-463-3430 Fax
www.aksbdc.org
Southeast Region Director: Position open
April Smith, Administrative Assistant
jsbdc@alaska.com

Alaska Small Business Development Center's Partner Programs:

Alaska Performance Excellence (APEX)

430 W. 7th Ave., Ste. 110
Anchorage, AK 99501-3550
907-274-7232 ● 907-272-1940 Fax
www.akapex.com
Benjamin Park, Director
anbsp@uaa.alaska.edu
Tami O'Neal, Office Manager
antao1@uaa.alaska.edu

Buy Alaska

430 W. 7th Ave., Ste. 110
Anchorage, AK 99501-3550
907-274-7232 • 907-274-9524 Fax
www.buyalaska.com
Director: Position open
Winnie Cichosz, Marketing Coordinator
anwc2@uaa.alaska.edu

Procurement Technical Assistance Center (PTAC)

Anchorage Center

430 W. 7th Ave., Ste. 110
Anchorage, AK 99501–3550
907–274–7232 • 907–274–9524 Fax
www.ptacalaska.org
Robert Brunett, PTAC Program Director
anreb2@uaa.alaska.edu
Alison Brunstetter, Program Specialist
anamb1@uaa.alaska.edu

Procurement Technical Assistance Center (PTAC)

Wasilla Center

201 N. Lucille St., Ste. 2A
Wasilla, AK 99654-7010
907-373-7232 • 907-373-7234 Fax
www.ptacalaska.org
Robert Brunett, PTAC Program Director
anreb2@uaa.alaska.edu
Kendra Conroy, Administrative Assistant
anklc3@uaa.alaska.edu

Procurement Technical Assistance Center (PTAC)

Fairbanks Center

604 Barnette St., Ste. 220 Fairbanks, AK 99701-4655 907-456-7232 800-478-1701 Toll Free 907-456-7233 Fax www.ptacalaska.org Mary Sheehan, Center Director fnmhs@uaf.edu Wesley Dalton, Program Specialist fswrd1@uaf.edu

Technology Research and Development Center (TREND)

430 W. 7th Ave., Ste. 110 Anchorage, AK 99501-3550 907-274-7232 800-478-7232 Toll Free 907-274-9524 Fax www.trendalaska.org Carolyn Pratt, Director ancap1@uaa.alaska.edu

Rural Outreach Program

430 W. 7th Ave., Ste. 110 Anchorage, AK 99501-3550 907-274-7232 800-478-7232 Toll Free 907-272-0565 Fax Isaac Vanderburg, Business Advisor anibv@uaa.alaska.edu

U.S. EXPORT ASSISTANCE CENTER (USEAC)

U.S. Export Assistance Centers, which consist of SBA staff and the U.S. Department of Commerce in a single location, provide trade promotion and export-finance assistance for small businesses. The USEACs also work closely with other federal, state and local international trade organizations. To find the USEAC nearest to you, go to: http://www.sba.gov/aboutsba/sbaprograms/internationaltrade/useac/index.html.

Pru Balatero

Regional Manager, International Trade Programs U.S. Export Assistance Center 2601 4th Ave., Ste. 320 Seattle, WA 98121 206-553-0051 ext. 228 206-553-7253 Fax pru.balatero@sba.gov

REGULATIONS

KNOWING THE RULES

Paying Attention to Detail Can Save Time and Money



It may be inconceivable to you that your home-based consulting service or handknit sweater business would have to comply with any of the numerous local, state, and federal regulations, but in all likelihood it will. Avoid the temptation to ignore regulatory details. Doing so may avert some red tape in the short term, but could be an obstacle as your business grows. Taking the time to research the applicable regulations is as important as knowing your market. Below is a checklist of the most common requirements that affect small businesses, but it is by no means exhaustive. Bear in mind that regulations vary by industry. If you're in the food service business, for example, you will have to deal with the health department. If you use solvents, you will have environmental compliances to meet. Carefully investigate the regulations that affect your industry. Being out of compliance could leave you unprotected legally, lead to expensive penalties and jeopardize your business

For additional information about regulations affecting small businesses in Alaska, visit the State of Alaska Department of Commerce, Community, and Economic Development Office of Economic Development Small Business Regulations Program Web site at: www.commerce. state.ak.us/oed/small_bus/small_bus_regulation.cfm or contact:

Small Business Regulations Program

Office of Economic Development
Department of Commerce, Community &
Economic Development
550 W. 7th Ave., Ste. 1770
Anchorage, AK 99501
907-269-8104 • 907-269-5240 Fax

BUSINESS.GOV

Business.gov is the official business link to the U.S. government providing a one-stop shop for federal resources from the federal government agencies that regulate or serve businesses.

Business.gov's new "Permit Me" feature provides a single source for obtaining federal and state permits and professional licenses for businesses. While most businesses in the United States are required to obtain a permit, professional license, or identification number to operate, finding the right license can be a major challenge for potential business owners.

"Feature Topics" focuses on common business concerns. It provides context to the compliance information provided on the site and helps business owners understand in plain language the regulatory requirements their businesses face. Additional topics will be added on a regular basis in response to the most frequent searches on the site.

The Content Partners Program formalizes relationships with government agencies, trade associations and professional organizations to develop compliance assistance tools and resources for small- and medium-sized businesses. Partner

organizations provide domain specific compliance information featured on the site's Feature Topics and Compliance Guides pages. Business.gov is managed by the SBA in partnership with 21 other federal agencies. You're just a computer click away from help 24-hours a day at: www.business.gov.

The State of Alaska Department of Commerce, Community, and Economic Development Office of Economic Development Small Business Assistance Center provides a comprehensive, userfriendly Web site with links to upcoming events, information on business financing, planning, licensing, permitting, regulations, marketing, target market research, and more: www.commerce.state.ak.us/oed/smallbus/home.cfm.

BUSINESS ORGANIZATION

There are many forms of legal structure you may choose for your business. The most common structures are Sole Proprietorships, General and Limited Partnerships, C and S Corporations and Limited Liability Companies. Each legal structure offers organizational options which are appropriate for different personal situations and which affect tax and liability issues. We suggest you research each legal structure thoroughly and consult a tax accountant and/or attorney prior to making your decision.

For additional information, visit the State of Alaska Division of Corporations, Business, and Professional Licensing Web site at:

www.commerce.state.ak.us/occ/ or contact: Corporations Section

P.O. Box 110808
Juneau, AK 99811-0808
Physical Address:
333 W. Willoughby Ave, 9th Fl.
Juneau, AK 99811
907-465-2530 • 907-465-3257 Fax
corporations@alaska.gov

CHOOSING YOUR BUSINESS STRUCTURE

You may operate your business under one of many organizational structures. The most common organizational structures are sole proprietorships, general and limited partnerships, "C" and "S" corporations and limited liability companies.

Each structure offers unique tax and liability benefits. If you're uncertain which format of business is right for you, contact your local SBA office, SBDC, SCORE or WBC for assistance.

Sole Proprietorship

One person operating a business as an individual is a sole proprietorship. It's the most common form of business organization. Profits are taxed as income to the owner personally. The personal tax rate is usually lower than the corporate tax rates. The owner has complete control of the business, but faces unlimited liability for its debts. There is very little government regulation or reporting.

General Partnership

A partnership exists when two or more persons join together in the operation and management of a business. Partnerships are subject to relatively little regulation and are fairly easy to establish. A formal partnership is recommended to address potential conflicts such as, who will be responsible for performing each task; what, if any, consultation is needed between partners before major decisions, what happens when a partner dies, and so on. Under a general partnership each partner is liable for all debts of the business. Profits are taxed as income to the partners based on their ownership percentage.

Limited Partnership

Like a general partnership, a limited partnership is established by an agreement between two or more individuals. However, there are two types of partners.

- A general partner has greater control in some aspects of the partnership. For example, only a general partner can decide to dissolve the partnership. General partners have no limits on the dividends they can receive from profit so they incur unlimited liability.
- Limited partners can only receive a share
 of profits based on the proportional
 amount on their investment, and the
 liability is similarly limited in proportion to
 their investment.

"C" Corporation

A "C" corporation is a legal entity created under State law by the filing of articles of incorporation. A corporation is a separate entity having its own rights, privileges and liabilities, apart from those of the individual(s) forming the corporation. It's the most complex form of business organization and is comprised of shareholders, directors and officers. Since the corporation is an entity in its own right it can own assets, borrow

money and perform business functions without directly involving the owners. Corporations are subject to more government regulation and it offers the owners the advantage of limited liability, but not total protection from lawsuits.

Subchapter "S" Corporation

Subchapter "S" references a special part of the Internal Revenue Code that permits a corporation to be taxed as a partnership or sole proprietorship, with profits taxed at the individual, rather than the corporate rate. A business must meet certain requirements for Subchapter "S" status. Contact the IRS for more information.

LLCs and LLPs

The limited liability company is a relatively new business form. It combines selected corporate and partnership characteristics while still maintaining status as a legal entity distinct from its owners. As a separate entity it can acquire assets, incur liabilities and conduct business. It limits liability for the owners. LLC owners risk only their investment, not personal assets. The limited liability partnership is similar to the LLC, but it is for professional organizations.

BUSINESS LICENSES

There are many types of licenses, both state and local as well as professional. Depending on what you do and where you plan to operate, your business may be required to have various state and/or municipal licenses, certificates or permits.

Licenses are typically administered by a variety of state and departments. Consult your state or local government for assistance.

For information and assistance, visit the State of Alaska Division of Corporations, Business and Professional Licensing Web site at: www.commerce.state.ak.us/occ/ or contact:

Business Licensing

P.O. Box 110806 Juneau, AK 99811-0806 907-465-2550 • 907-465-2974 Fax businesslicense@alaska.gov

Professional Licensing

P.O. Box 110806 Juneau, AK 99811-0806 907-465-2534 • 907-465-2974 Fax license@alaska.gov

The municipality where you plan to do business may have additional licensing requirements. Contact the business license office in the city or town in which the business is located for additional information.

FICTITIOUS BUSINESS NAME

Registering your business name, after doing a search to make sure that it is not already in use, protects you from others who might be using the same name. For more information, the State of Alaska Division of Corporations, Business, and Professional Licensing provides information on selecting a business name on their Web site at:

www.commerce.state.ak.us/bsc/name.htm.

Additional information on protecting a business name is available on the Web at: www.commerce.state.ak.us/bsc/pub/protect_your_businessname.pdf.

For additional information, contact: Corporations Section

P.O. Box 110808 Juneau, AK 99811-0808 Physical Address: 333 W. Willoughby Ave., 9th Fl. Juneau, AK 99811 907-465-2530 • 907-465-3257 Fax corporations@alaska.gov

BUSINESS INSURANCE

Like home insurance, business insurance protects the contents of your business against fire, theft and other losses. Contact your insurance agent or broker. It is prudent for any business to purchase a number of basic types of insurance. Some types of coverage are required by law, other simply make good business sense. The types of insurance listed below are among the most commonly used and are merely a starting point for evaluating the needs of your business.

Liability Insurance – Businesses may incur various forms of liability in conducting their normal activities. One of the most common types is product liability, which may be incurred when a customer suffers harm from using the business product. There are many other types of liability, which are frequently related to specific industries. Liability law is constantly changing. An analysis of your liability insurance needs by a competent professional is vital in determining an adequate and appropriate level of protection for your business.

Property – There are many different types of property insurance and levels of coverage available. It is important to determine the property you need to insure for the continuation of your business and the level of insurance you need to replace or rebuild. You must also understand the terms of the insurance, including any limitations or waivers of coverage.

Business Interruption – While property insurance may pay enough to replace

damaged or destroyed equipment or buildings, how will you pay costs such as taxes, utilities and other continuing expenses during the period between when the damage occurs and when the property is replaced? Business Interruption (or "business income") insurance can provide sufficient funds to pay your fixed expenses during a period of time when your business is not operational.

"Key Man" – If you (and/or any other individual) are so critical to the operation of your business that it cannot continue in the event of your illness or death, you should consider "key man" insurance. This type of policy is frequently required by banks or government loan programs. It also can be used to provide continuity in operations during a period of ownership transition caused by the death or incapacitation of an owner or other "key" employee.

Automobile – It is obvious that a vehicle owned by your business should be insured for both liability and replacement purposes. What is less obvious is that you may need special insurance (called "non-owned automobile coverage") if you use your personal vehicle on company business. This policy covers the business' liability for any damage which may result for such usage.

Officer and Director – Under most state laws, officers and directors of a corporation may become personally liable for their actions on behalf of the company. This type of policy covers this liability.

Home Office – If you are establishing an office in your home, it is a good idea to contact your homeowners' insurance company to update your policy to include coverage for office equipment. This coverage is not automatically included in a standard homeowner's policy.

EMPLOYER IDENTIFICATION NUMBER

An EIN, Form SS-4, also known as a federal tax identification number, is used to identify a business entity. Generally all businesses need an EIN. You may apply for an EIN in a variety of ways, including online, phone, fax. Taxpayers can call a toll-free number, 800-829-4933, to get an EIN. Internal Revenue Service customer service representatives are available to answer calls Monday through Friday, from 7:30 a.m. to 5:30 p.m. customer's local time.

Taxpayers can fax EIN requests seven days a week/24 hours a day by dialing the fax number to one of three IRS Campus' that accept applications. The instructions on the newly revised Form SS-4, Application for

Employer ID Number, indicate which IRS Campus is assigned to their specific state. Detailed information and an electronic SS-4 can be found at the IRS Small Business/Self Employed Community Web site at: http://www.irs.gov/businesses/small/index.html, click on New Businesses. Faxed applications are processed in four days. The IRS Campus' accepting faxed applications are:

Holtsville, NY 631-447-8960 Cincinnati, OH 859-669-5760 Philadelphia, PA 215-516-3990

IRS accepts third party Form SS-4's. Tax practitioners complete the new "Third Party Designee" section on their client's behalf by obtaining the client's signature on Form SS-4. IRS no longer requires that practitioners file a Form 2848, Power of Attorney or Form 8821, Tax Information Authorization to get an EIN for their clients.

FEDERAL SELF-EMPLOYMENT TAX

Everyone must pay Social Security and Medicare coverage. If you are self-employed, your contributions are made through the self-employment tax.

The IRS has publications, counselors and workshops available to help you sort it out. For more information, contact the IRS at 800-829-1040.

BUSINESS TAX INFORMATION

If you plan to hire employees you are also required to obtain a Federal Employee Identification Number from the IRS. To obtain the registration form and reference documents, contact the IRS at 800-829-1040 or visit their website: http://www.irs.gov/businesses/small/index.html for complete information.

Taxpayer Advocate Service

The Taxpayer Advocate Service is an independent organization within the IRS, headed by the National Taxpayer Advocate, that helps individual and business taxpayers resolve problems with the IRS. Local case advocates listen to your point of view, work with you to address your concerns, and see your case through to an appropriate resolution.

Local Taxpayer Advocate Service Office

949 E. 36th Ave., Rm. 114A Anchorage, AK 99508 907-271-6877 907-271-6157 Fax 877-777-4778 Toll Free

Sales Tax

The State of Alaska does not currently levy sales or use taxes. However, some local jurisdictions impose local sales taxes and other taxes. For more information regarding municipal taxation rates and policies, visit the State of Alaska Department of Commerce, Community, and Economic Development Division of Community and Regional Affairs Office of the State Assessor Web site at: www.commerce.state.ak.us/dca/osa/assessor. htm or review the most recent edition of their annual publication, Alaska Taxable 2007, on the Web at: www.commerce.state.ak.us/dca/osa/pub/07Taxable.pdf.

SALES TAX EXEMPTION CERTIFICATE

If you plan to sell products, you will need a Sales Tax Exemption Certificate. It allows you to purchase inventory, or materials, which will become part of the product you sell, from suppliers without paying taxes. It requires you to charge sales tax to your customers, which you are responsible for remitting to the state. You will have to pay penalties if it is found that you should have been taxing your products and now owe back taxes to the state. For information on sales tax issues, visit your state's Web page. For additional information regarding sales tax, visit the State of Alaska Department of Commerce, Community, and Economic Development Division of Community and Regional Affairs Office of the State Assessor's Web site www.commerce.state.ak.us/dca/osa/assessor. htm or contact the sales tax office in the municipality in which the business is located.

FEDERAL INCOME TAX

Like the state income tax, the method of paying federal income taxes depends upon your legal form of business. The following procedures must be considered:

Sole Proprietorship: You must file IRS Federal Form Schedule C along with your personal Federal Income Tax return (Form 1040) and any other applicable forms pertaining to gains or losses in your business activity.

Partnership: You must file a Federal Partnership return (Form 1065). This is merely informational to show gross and net earnings of profit and loss. Also, each partner must report his share of partnership earnings on his individual Form 1040 based on the information from the K-1 filed with the Form 1065

Corporation: You must file a Federal Corporation Income Tax (Form 1120). You

will also be required to report our earning from the corporation including salary and other income such as dividends on your personal federal income tax return (Form 1040).

FEDERAL PAYROLL TAX

Federal Withholding Tax: Any business employing a person must register with the IRS and acquire an EIN and pay federal withholding tax at least quarterly. File Form SS-4 with IRS to obtain number and required tax forms. Call 800-829-3676 or 800-829-1040 if you have questions.

SOCIAL SECURITY CARDS

All employees must have a social security card. It must be signed by its owner, and you should always ask to see and personally record the social security number. Failure to do so may cause your employee to lose benefits and considerable trouble for yourself in back tracking to uncover the error.

Each pay day, your employees must receive a statement from you telling them what deductions were made and how many dollars were taken out for each legal purpose. This can be on the check as a detachable portion or in the form of an envelope with the items printed and spaces for dollar deductions to be filled in. No deductions may be made by any employer for any reason unless the employee has previously signed a paper authorizing the deduction. There are no exceptions.

EMPLOYEE CONSIDERATIONS

Taxes

If you have any employees, including officers of a corporation but not the sole proprietor or partners, you must make periodic payments, and/or file quarterly reports about payroll taxes and other mandatory deductions. You may contact these government agencies for information, assistance and forms.

Social Security Administration 800-772-1213 http://www.ssa.gov

Federal Withholding

U.S. Internal Revenue Service 800-829-1040 http://www.irs.gov

Social Security's Business Services Online

The Social Security Administration provides free electronic services online at www.socialsecurity.gov/employer/. Once registered for Business Services Online, business owners or their authorized representatives can:file W-2s online, and verify Social Security Numbers through the Social Security Number Verification Service (SSNVS), which can be used for all employees prior to preparing and submitting Forms W-2.

Employee Insurance

If you hire employees you may be required to provide unemployment or workers' compensation insurance. The Alaska Department of Labor and Workforce Development provides a comprehensive overview of legal obligations, labor standards and safety requirements, unemployment insurance requirements, and other information for employers in their 2007 Alaska Employer Resource Manual, available on their Web site at: www.jobs.qlqskq.qov/hqndbook/AERM.pdf.

The Department also provides employers with links to additional information and resources on their Web site at: www.labor.state.ak.us/employer/employer.htm.

Alaska Department of Labor and Workforce Development Employment Security Tax Section

Provides assistance and information to employers regarding the Unemployment Insurance (UI) tax program and is responsible for the collection of UI taxes. For additional information, visit their web site at www.labor.state.ak.us/estax/home.htm or contact:

Alaska Department of Labor and Workforce Development

Employment Security Tax Section PO Box 115509 Juneau, AK 99811-5509 907-465-2757 907-465-2374 Fax 888-448-3527 Toll Free

Alaska Department of Labor and Workforce Development Division of Workers' Compensation

The Alaska Workers' Compensation Act requires each employer with one or more employees in Alaska to have workers' compensation insurance, unless the employer qualifies as a self-insurer. Coverage is obtained from commercial insurance carriers. For more information, visit the

Division of Worker's Compensation Web site at: www.labor.state.ak.us/wc/er-profit.html or contact:

Division of Workers' Compensation P.O. Box 115512 Juneau, AK 99811 907-465-2790 • 907-465-2797 Fax

WORKPLACE PROGRAM

Americans with Disabilities (ADA): For assistance or clarification with the ADA, call 800-669-3362 or visit them at: http://www.ada.gov.

USCIS

The Federal Immigration Reform and Control Act of 1986 requires employers to verify employment eligibility of new employees. The law obligates an employer to process Employment Eligibility Verification Form I-9. The U.S. Citizenship and Immigration Services Office of Business Liaison offers a selection of information bulletins and live assistance through the Employer Hotline. For forms call 800-870-3676, for the Employer Hotline call 800-357-2099.

SAFETY & HEALTH REGULATIONS

All businesses with employees are required to comply with state and federal regulations regarding the protection of employees. The Occupational Safety and Health Administration outlines specific health and safety standards adopted by the U.S. Department of Labor.

The State of Alaska Department of Labor and Workforce Development Division of Labor Standards and Safety Occupational Safety and Health Section provides information and resources for employers on its Web site at: www.lqbor.state.qk.us/lss/oshhome.htm.

Use of hazardous substances in businesses is highly regulated and there are heavy fines for non-compliance. The U.S. Environmental Protection Agency provides regulatory information by business sector on its Web site at: www.epa.gov/lawsregs/bizsector/index.html.

In Alaska, the State of Alaska Department of Environmental Conservation is responsible for monitoring air quality, drinking water, food safety and sanitation, and works to prevent and respond to spills of hazardous substances. For additional information, visit the Department's Web site at: www.dec.state.ak.us.

BUILDING CODES, PERMITS AND ZONING

It is important to consider zoning regulations when choosing a site for your business. You may not be permitted to conduct business out of your home or engage in industrial activity in a retail district. Contact the business license office in the city or town where the business is located for additional information.

BAR CODING

GSI US™ (not a government agency) provides a unique company number to create bar codes (including UPCs) for your products. Many stores require bar coding on packaged products. Many industrial and manufacturing companies also use bar coding to identify items they receive and ship. GSI US, formerly the Uniform Code Council, Inc., provides tools and assistance to help you meet these requirements. For information, visit www.gs1us.org/pc. For additional questions, contact: GS1 US

7887 Washington Village Dr., Ste. 300 Dayton, OH 45459-8605 937-435-3870

Federal Registration of Trademarks and copyrights

Trademarks or service markets are words, phrases, symbols, designs or combinations that identify and distinguish the source of goods. Trademarks may be registered at both the state and federal level. To register a federal trademark, contact:

Patent and Trademark Office:

P.O. Box 1450 Alexandria, VA 22313-1450 800-786-9199 http://www.uspto.gov/

Trademark Information Hotline

State Registration of a Trademark

Trademarks and service marks may be registered in Alaska for renewable 5-year terms. Additional information is available on the State of Alaska Division of Corporations, Business and Professional Licensing Web site at: www.commerce.state.ak.us/occ/tmark.htm.

Caution: Federally registered trademarks may conflict with and supersede state

registered business and product names.

Patents

A patent is the grant of a property right to the inventor by the U.S. Patent and Trademark Office. It provides the owner with the right to exclude others from making, using, offering for sale or selling the patented item in the United States.

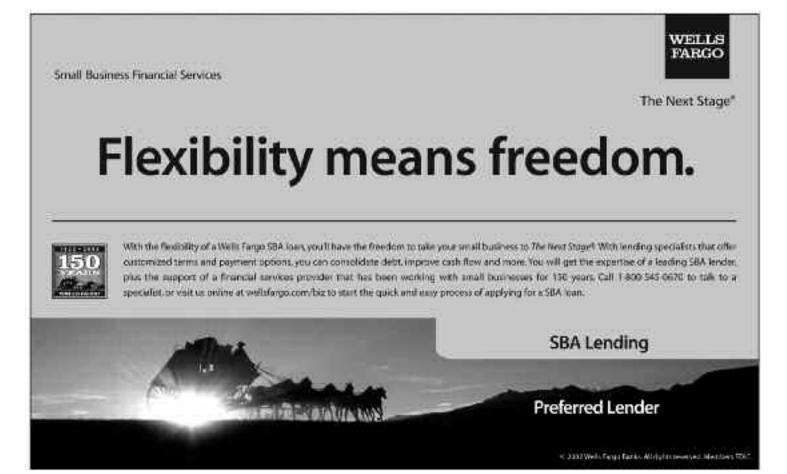
Additional information is provided in the publications, General Information Concerning Patents and other publications distributed through the U.S. Patent and Trademark Office. For more information, contact the:

U.S. Patent and Trademark Office 800-786-9199 • http://www.uspto.gov

Copyrights

Copyrights protect original works of authorship including literary, dramatic, musical and artistic, and certain other intellectual works. Copyright does not protect facts, ideas and systems, although it may protect the way these things are expressed. For general information contact: U.S. Copyright Office

U.S. Library of Congress James Madison Memorial Building Washington, DC 20559 202-707-9100 - Order Line 202-707-3000 - Information Line www.copyright.gov



FINANCING

GETTING APPROVED

Financing Options to Start or Grow Your Business



any entrepreneurs need financial resources to start or expand a small business themselves and must combine what they have with other sources of financing. These sources can include family and friends, venture-capital financing, and business loans.

This section of the Small Business Resource guide discusses SBA's primary business loan and equity financing programs. These are: the 7(a) Loan Program, the Certified Development Company or 504 Loan Program, the MicroLoan Program and the Small Business Investment Company Program. The distinguishing features for these programs are the total dollar amount that can be borrowed, the type of lenders who can provide these loans, the uses for the loan proceeds, and the terms placed on the borrower.

Note: The SBA does not offer grants to individual business owners to start or grow a business. The only grants the SBA is authorized to provide are for entities to provide businesses management technical assistance to other businesses.

When you seek a business loan familiarize yourself with the SBA's business loan programs to see if they may be a viable option. The three principal players in each of these programs are — the small business, the lender and the SBA. SBA guarantees a portion of the loan. The business should have

its business plan prepared before it applies for a loan. This plan should explain what resources will be needed to accomplish the desired business purpose including the cost of everything, the applicants' contribution, use of loan proceeds, collateral, and most important, an explanation of how the business will be able to repay the loan in a timely manner.

The lender will analyze the application to see if it meets the lender's criteria as well as SBA requirements. SBA will look to the lender to do much, if not all, of the analysis before it provides its guaranty on the lender's loan or provides the microlenders with funds to re-lend to the business. The SBA's business loan programs provide a key source of financing for viable small businesses that have real potential, but cannot qualify for loans from traditional sources.

7(A) LOAN PROGRAM

The 7(a) Loan Program is the SBA's primary business loan program. It is the agency's most used non-disaster financial assistance program because of its flexibility in loan structure, variety of loan proceeds uses, and availability. This program has broad eligibility requirements and credit criteria to accommodate a wide range of financing needs.

The business loans that SBA guarantees do not come from the agency, but rather $\frac{1}{2}$

from banks and other lenders. The loans are funded by these organizations and they make the decisions to approve or not approve the requests.

The SBA guaranty reduces the lender's risk of borrower non-payment. If the borrower defaults, the lender can request SBA to pay the lender that percentage of the outstanding balance guaranteed by SBA. This allows the lender to recover a portion from SBA of what it lent if the borrower can't make the payments. The borrower is still obligated for the full amount.

To qualify for an SBA guaranty, a small business must meet the lender's criteria and the 7(a) requirements. In addition the lender must certify that it would not provide this loan under the proposed terms and conditions unless it can obtain an SBA guaranty. If the SBA is going to provide a lender with a guaranty, the lender must be eligible creditworthy and the loan structured under conditions acceptable to SBA.

PERCENTAGE OF GUARANTIES

The SBA only guarantees a portion of any particular loan so each loan will also have an unguaranteed portion giving the lender a certain amount of exposure and risk. The percentage of guaranty depends on either the dollar amount or the method by which the lender obtains its guaranty. For 7(a) loans of \$150,000 or less the SBA will guaranty as much as 85 percent and for loans over \$150,000 the SBA can provide a guaranty of up to 75 percent. The maximum loan amount is \$2 million and the maximum guaranty amount to any one business is \$1.5 million. The one exception is when a business needs both working capital and fixed assets to promote exporting in which case the SBA can provide a maximum guaranty of \$1.75

Loans made under the SBA Express program, which is discussed subsequently, have a 50 percent guaranty.

INTEREST RATES AND FEES

Both fixed and variable interest rates are available. Rates are set based on the lowest

prime rate* and maturity. For loans with maturities of less than seven years the rate will be fixed or start at prime plus no more than 2.25 percent. For loans with maturities of seven years or more the rate can be as high as prime plus 2.75 percent. For loans under \$50,000 and for loans processed through SBAExpress, rates are permitted to be higher.

The fee is based on the size of the guaranty percentage associated with the SBA loan whether the loan is short-term (12 months or less) or long-term (over 12 months). You can finance the fee.

On any loan with a maturity of one year or less, the fee is just 0.25 percent of the guaranteed portion of the loan. On loans with maturities of more than one year, the guaranty fee is 2 percent of the SBA guaranteed portion on loans up to \$150,000; 3 percent on loans over \$150,000 but not more than \$700,000; and 3.5 percent on loans over \$700,000. There is also an additional fee of 0.25 percent on any guaranteed portion over \$1 million.

*All references to the prime rate refer to the lowest prime rate as published in the Wall Street Journal on the day the application is received by the SBA.

7(A) LOAN MATURITIES

SBA loan programs are generally intended to encourage longer term small business financing, but actual loan maturities are based on the ability to repay, the purpose of the loan proceeds and the useful life of the assets financed. However, maximum loan maturities have been established: 25 years for real estate; up to 10 years for equipment (depending on the useful life of the equipment); and generally up to 10 years for working capital. Short-term loans and revolving lines of credit are also available through the SBA to help small businesses meet their short-term and cyclical working capital needs.

STRUCTURE

Most loans are repaid with monthly payments of principal and interest. For fixedrate loans the payments stay the same whereas for variable rate loans the lender can re-establish the payment amount when the interest rates change or at other intervals as negotiated with the borrower. Applicants can request that the lender establish the loan with interest-only payments during the startup and expansion phases (when eligible) to allow the business time to generate the income to start repaying the loan. There are



no balloon payments or call provisions allowed on any 7(a) loan. The lender may not charge a prepayment penalty if the loan is paid off before maturity, but the SBA will charge the borrower a prepayment fee if the loan has a maturity of 15 or more years and is pre-paid during the first three years.

COLLATERAL

The SBA expects every loan to be fully secured, however, in most cases, the SBA will not decline a request to guaranty a loan if the only unfavorable factor is insufficient collateral, if all available collateral is offered. What these two policies mean is that every SBA loan is to be secured by all available assets (both business and personal) until the recovery value equals the loan amount or until all assets have been pledged to the extent that they are reasonably available, to adequately secure the loan. Personal guaranties are required from all the principal owners of the business. Liens on personal assets of the principals may be required.

ELIGIBILITY

7(a) loan eligibility is based on four different factors. The first is size, as all loan recipients must be classified as "small" by SBA. The basic size standards are outlined below. A more in-depth listing of standards can be found at: http://www.sba.gov/ services/contractingopportunities/index.html then select "Size Standards" from the "Contracting Opportunities" menu in the right hand column.

SBA Size Standards:

- Manufacturing from 500 to 1,500 employees
- Wholesaling 100 employees Services from \$4.5 million to \$32.5 million in average annual receipts
- Retailing from \$6.5 million to \$26.5 million
- General construction from \$6.5 million to \$32 million
- Agriculture from \$750,000 to \$16.5 million in average annual receipts

Nature of Business

The second eligibility factor is based on the nature of the business and the process by which it generates income or the customers it serves. The SBA has general prohibitions against providing financial assistance to businesses involved in such activities as lending, speculating, passive investment, pyramid sales, loan packaging, presenting live performances of a prurient sexual nature, businesses involved in gambling and any illegal

The SBA will also not support non-profit businesses, private clubs that limit membership on a basis other than capacity, businesses that promote a religion, businesses owned by individuals incarcerated or on probation or parole, municipalities, and situations where the business or its owners previously failed to repay a federal loan or federally assisted financing.

Use of Proceeds

The third eligibility factor is what the loan proceeds can and cannot be used for. 7(a) proceeds can be used to: purchase machinery, equipment, fixtures, supplies, leasehold improvements, as well as land and/or buildings that will be occupied by the business borrower.

Proceeds can also be used to:

- Expand or renovate facilities;
- Finance receivables and augment working capital:
- Finance seasonal lines of credit;
- Construct commercial buildings; and
- Refinance existing debt under certain conditions.

7(a) loan proceeds cannot be used (except for compensation for services rendered) for floor plan financing or to have funds for the purpose of making investments.

Miscellaneous Factors

The fourth factor involves a variety of requirements such as SBA's credit elsewhere test and utilization of personal assets requirements where the applicant business and its principal owners must use their own

resources before getting a loan guaranteed by SBA. It also includes SBA's anti-discrimination rules and prohibitions on lending to agricultural enterprises because there are other agencies of the federal government with programs to fund such businesses.

However, some factors here are the SBA's most important eligibility rules, including:

- Every loan must be for a sound business purpose;
- There must be sufficient invested equity in the business so it can operate on a sound financial basis:
- There must be a potential for long-term success;
- The owners must be of good character and reputation; and
- All loans must be so sound as to reasonably assure repayment.

More can be found out about SBA's eligibility requirements at:

http://www.sba.gov/services/ then select "Loan Eligibility" from the "Financial Assistance" list along the bottom.

SUCCESS S T O R Y

2008 Award Winner

continued from page 5

During the three years since they incorporated the business and leased the facilities on a shoestring budget, the business has shown an impressive 350% increase in revenues over the previous owners' best year and added 65 new full- and parttime seasonal jobs to the area. The Denali Park Salmon Bake has become a destination bar and grill for tourists and locals alike.

Sam Dickey, SBA Alaska District Office deputy district director said "Small businesses like the Denali Park Salmon Bake have tremendous impacts on their communities, especially in rural Alaska. We are pleased to recognize the Denali Visions 3000 team of Dave Coleman, Jason Motyka, and Marc Boghosian as the 2008 SBA Alaska Small Business Persons of the Year."

"There is no way we can accept this Small Business Persons of The Year Award without recognizing our chef from the last two seasons, and our new partner as of just a few weeks ago, David McCarthy," said Dave Coleman. David was employed by the business for just three weeks before he became the head chef. "He transformed the whole menu and operations to levels we never dreamed of and we would not have received this award without him."

What to Take to the Lender

Documentation requirements may vary; contact your lender for the information you must supply.

Common requirements include the following:

- Purpose of the loan.
- · History of the business.
- Financial statements for three years (existing businesses).
- Schedule of term debts (existing businesses).
- Aging of accounts receivable and payable (existing businesses).
- Projected opening-day balance sheet (new businesses).
- · Lease details.
- Amount of investment in the business by the owner(s).
- Projections of income, expenses and cash flow as well as the assumptions.
- Personal financial statements on the principal owners.
- Resume(s) of the principal owners and managers.

How the 7(a) Program Works

Applicants submit their loan application to a lender for the initial review. The lender will generally review the credit merits of the request before deciding if they will make the loan themselves or if they will need an SBA guaranty. If a guaranty is needed, the lender will also review eligibility, and the applicant should be prepared to complete some additional documents before the lender sends its request for guaranty to the SBA.

In guaranteeing the loan, the SBA assures the lender that, in the event the borrower does not repay the loan, the government will reimburse the lending institution for a portion of its loss. By providing this guaranty, the SBA is able to help tens of thousands of small businesses every year get financing they would not otherwise obtain.

After SBA approval, the lender is notified that its loan has been guaranteed. The lender then will work with the applicant to make sure the terms and conditions are met before closing the loan, disbursing the funds, and assuming responsibility for collection and general servicing. The borrower makes monthly loan payments directly to the lender. As with any loan, the borrower is responsible for repaying the full amount of the loan in a timely manner.

What the SBA Looks for:

- Ability to repay the loan on time from the projected operating cash flow.
- Owners and operators who are of good character.
- Feasible business plan.
- Management expertise and commitment necessary for success.

- Sufficient funds, including the SBA guaranteed loan, to operate the business on a sound financial basis (for new businesses, this includes the resources to meet start-up expenses and the initial operating phase).
- · Adequate equity invested in the business.
- Sufficient collateral to secure the loan or all available collateral if the loan cannot be fully secured.

SBAEXPRESS

SBA Express is available to lenders as a way to obtain a guaranty on smaller loans up to \$350,000. The program authorizes selected experienced lenders to use mostly their own forms, analysis and procedures to process, service and liquidate SBA-guaranteed loans. The SBA guarantees up to 50 percent of an SBA Express loan. Loans under \$25,000 do not require collateral. Like most 7(a) loans, maturities are usually five to seven years for working capital and up to 25 years for real estate or equipment. Revolving lines of credit are allowed for a maximum of seven years.

Active SBAExpress Lenders in Alaska:

Alaska Pacific Bank

Heather Mitchell, Assistant Vice President/Commercial Lending 2094 Jordan Ave. Juneau, AK 99801 907-790-5144 or 800-478-3050 www.alaskapacificbank.com

Capital One, N.A.

Susan E. Streich, Director of Government Relations and Partnerships Small Business Solutions 15000 Capital One Dr., Attn: 12071-0210 Richmond, VA 23238 804-314-6472 or 571-222-7309 www.capitalone.com

Capital One Bank, N.A.

Susan E. Streich, Director of Government Relations and Partnerships Small Business Solutions 15000 Capital One Dr., Attn: 12071-0210 Richmond, VA 23238 804-314-6472 or 571-222-7309 www.capitalone.com

KeyBank of Alaska

Win Gruening, Business Banking Sales Manager Lynn Klassert, Senior Relationship Manager 101 W Benson Blvd., Ste. 401 P.O. Box 100420 (Mailing Address) Anchorage, AK 99510-0420 907-564-0251 www.key.com

Wells Fargo Bank, N.A.

John Guthrie, Business Relationship Manager 1351 E. Huffman Rd., Ste. 201 Anchorage, AK 99515 907-348-5365 www.wellsfargo.com

PATRIOT EXPRESS

The Patriot Express Initiative pilot loan initiative is for veterans and members of the military community wanting to establish or expand a small business. Eligible military community members include:

- Veterans
- Service-disabled veterans
- Active-duty service members eligible for the military's Transition Assistance Program
- · Reservists and National Guard members
- Current spouses of any of the above, including a service member
- Widowed spouse of a service member or veteran who died during service or of a service-connected disability

The Patriot Express loan is offered by SBA's widest network of lenders nationwide and features our fastest turnaround time for loan approvals. Loans are available up to \$500,000 and qualify for SBA's maximum guaranty of 85 percent for loans of \$150,000 or less and 75 percent for loans over \$150,000 up to \$500,000. For loans above \$350,000, lenders are required to take all available collateral.

The Patriot Express loan can be used for most business purposes, including start-up, expansion, equipment purchases, working capital, inventory or business-occupied realestate purchases.

Patriot Express loans feature SBA's lowest interest rates for business loans, generally 2.25 percent to 4.75 percent over prime depending upon the size and maturity of the loan. More information is at: www.sba.gov/patriotexpress.

Active Patriot Express Lenders in Alaska:

Alaska Pacific Bank

Heather Mitchell, Assistant Vice President/Commercial Lending 2094 Jordan Ave. Juneau, AK 99801 907-790-5144 or 800-478-3050 www.alaskapacificbank.com

COMMUNITY EXPRESS PILOT LOAN PROGRAM

The CommunityExpress Pilot Loan Program provides streamlined business financing and management and technical assistance to small businesses located in distressed or underserved markets. The CommunityExpress program is offered through hundreds of selected SBA lenders throughout the nation. Under CommunityExpress, approved lenders may use streamlined and expedited loan review and approval procedures to process SBAguaranteed loans. These lenders may thus use, to the maximum extent possible, their own loan analysis, loan procedures, and loan documentation to process SBA loans to \$350,000. However, borrowers must receive technical assistance to qualify for this program.

Active Community Express Lenders in Alaska:

Alaska Pacific Bank

Heather Mitchell, Assistant Vice President/Commercial Lending 2094 Jordan Ave. Juneau, AK 99801 907-790-5144 or 800-478-3050 www.alaskapacificbank.com

Borrego Springs Bank, N.A.

Frederick Crispen, Executive Vice President Community Express Lending 12121 Panama City Beach Pkwy. Panama City Beach, FL 32407 850-230-0454 or 866-717-7718 www.borregospringsbank.com

Special Purpose 7(a) Loan Programs

The 7(a) program is the most flexible of SBA's lending programs. The agency has created several variations to the basic 7(a) program to address the particular financing need of certain small businesses. These

special purpose programs are not necessarily for all businesses but may be very applicable to some small businesses. They are generally governed by the same rules, regulations, fees, interest rates, etc. as the regular 7(a) loan guaranty. Lenders can advise you of any variations.

CAPLines

The CAPLines program is designed to help small businesses meet their short-term and cyclical working capital needs. There are five loan programs under the CAPLines umbrella. The programs can be used to finance seasonal working capital needs; finance the direct costs of performing certain construction, service and supply contracts; finance the direct cost associated with commercial and residential construction: finance operating capital by obtaining advances against existing inventory and accounts receivable; and consolidate shortterm debt. SBA provides an 85 percent guarantee. There are five distinct programs under the CAPLine umbrella:

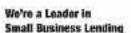
 The Contract Loan Program is used to finance material and labor needs for a specific contract or contracts. Proceeds can be disbursed before the work begins. If

We're Proud to

Support Alaska Businesses

We have the Experience to Help You

Our experienced Loan Officers have worked in Southeast for many years. We know the market and we understand the challenges of doing business in Southeast. You can count on us to find creative solutions and financing that's a good match for your business. And, it's hard to best our competitive rates and fees.





8 to G Mancy Christian, Ketotokan, Nicohla Lewner, 58ka, Neather Milichek, Tom Sulhian, and Leole Date, Juneau

In 2007, Aisska Pacific Bank was recognized as the state's fastest-growing SBA lender. And, two of our Commercial Lenders. Heather Mitchell and Nicchia Leamer, won a SBA Pinnacle Award for our four-state region for the work they do in partnership with the SBA for the benefit of small businesses. We're committed to helping businesses grow. Call us, today.

Local People: Local Decisions. Local Banking. Get the Home Team Advantage.



AlaskaPacificBank.com

Equal Opportunity Lendor

Juneau • 790-5195

Ketchikan • 225-6146

Sitka • 747-8688



used for one contract, it is generally not revolving; if used for more than one contract at a time, it can be revolving. The loan maturity is usually based on the length of the contract, but no more than five years. Payment from the contract award must be sent directly to the lender.

- The Seasonal Line of Credit Program is used to support buildup of inventory, accounts receivable or labor and materials above normal usage for seasonal inventory. The business must have a definite established seasonal pattern and thus must have been in business for a period of 12 months in order to establish that pattern. The loan does not revolve during the season but may be used over again after a "clean-up" period of 30 days. These also may have a maturity of up to five years. The business may not have another seasonal line of credit outstanding but may have other lines for non-seasonal working capital needs.
- The Builders Line Program Provides financing for small contractors or developers to construct or rehabilitate residential or commercial property. Loan maturity is generally three years but can be extended up to five years if necessary. Proceeds are used solely for direct expenses of acquisition, immediate significant construction and/or rehabilitation of the residential or commercial structures. The purchase of the land can be included if it does not exceed 20 percent of the loan proceeds. Up to 5 percent of the proceeds can be used for physical improvements that benefit the property.
- The Small Asset-Based Line is a revolving line of credit used to support an increase in accounts receivable or inventory. The loan can be used for revolving lines up to \$200,000 to purchase inventory, pay direct labor or finance accounts receivable and is advanced against existing inventory or accounts

receivable. Repayment comes from the collection of accounts receivable or sale of inventory. It does require periodic servicing and monitoring of the collateral for which the lender can charge up to two percent annually to the borrower. These lines are generally used by businesses providing credit to their customers.

 The Standard Asset-Based Line is similar to the Small Asset-Based Line, but for loan amounts over \$200,000. It does require stricter servicing and monitoring and the lender may pass these costs along to the borrower.

EXPORT TRADE FINANCING

Export Working Capital Program www.sba.gov/aboutsba/sbaprograms/internationaltrade/index.html

The SBA's Export Working Capital Program assists lenders in meeting the needs of exporters seeking short-term export working capital. This program enables U.S. exporters to obtain loans to fund their direct export costs. The EWCP supports single transactions or revolving lines. The maximum dollar amount of an export line of credit under this program is \$2 million. SBA guarantees up to 90% of a loan amount or \$1.5 million, whichever is less. Loan maturities are generally for a term of 12 months. The guaranty can be reissued for an additional 12 months through an abbreviated application process. The guaranty fee the SBA charges is 0.25 percent of the guaranteed amount of the loan for the initial 12 months. The borrower negotiates the interest rate and all other fees with the lender. The program offers flexible terms, low fees and a quick processing time.

Eliqibility of Exporter

You must have an operating history of at least one year – not necessarily in exporting. The SBA may waive this requirement if you have sufficient export trade experience or other managerial experience.

Eligible Buyers

The foreign buyer must be a creditworthy entity located in an acceptable foreign country, to both the lender and SBA.

Use of EWCP Proceeds:

- To acquire inventory for export or to be used to manufacture goods for export.
- To pay the manufacturing costs of goods for export.
- To purchase goods or services for export.
- To support Standby Letters of Credit related to export transactions.
- For pre-shipment working capital directly related to export orders.
- For post-shipment foreign accounts receivable financing.

Ineligible Use of Proceeds

- To support the applicant's domestic sales.
- To acquire fixed assets or capital goods for the applicant's business.
- To support a sale where the exporter is not taking title to the goods.
- To acquire, equip, or rent commercial space overseas.
- To serve as a Warranty Letter of Credit.

Collateral Requirements

- Collateral for the manufacturing sector typically consists of a first lien on all export-related inventory and export related accounts receivable.
- Collateral for the service sector typically consists of assignment of proceeds of export-related contracts or purchase orders and a first lien on export-related accounts receivable.
- · Other collateral may be required.

How to Apply — A small business exporter seeking a guaranteed EWCP loan must apply to a lender.

SBA Ex-Im Bank Co-Guarantee

This is designed to provide small business exporters the ability to obtain larger export working capital loans through the Export Working Capital Program than SBA could support alone. This program enables U.S. exporters to obtain loans that facilitate the export of goods or services. Under this program, the total export working capital line, with a 90 percent guarantee, cannot exceed \$2 million. Loan maturities are generally for a term of 12 months. At the end of the 12-month maturity, a borrower may reapply for a new guarantee. The guarantee fee SBA charges is 0.25 percent of the guaranteed amount of the loan for the initial

12 months. The guarantee fee that Ex-Im Bank charges is 0.25 percent on the loan amount that is guaranteed by them. The borrower negotiates the interest rate and all other fees with the lender.

Eligibility of Exporter

The same as for the SBA EWCP Program.

Eligible Buyers

The foreign buyer must be a creditworthy entity located in an acceptable country in conformity with the Ex-Im Bank's Country Limitation Schedule.

Use of Proceeds

Same as the SBA EWCP.

Ineligible Use of Proceeds

- Goods or services with less than 50 percent U.S. content.
- To support the export of any Defense Articles or Defense Services.
- To support the applicant's domestic sales.
- To acquire fixed assets or capital goods for the applicant's business.
- To acquire, equip, or rent commercial space overseas.
- To serve as a Warranty Letter of Credit.

Collateral Requirements

Same as the SBA EWCP.

Discounted Credit Insurance Premiums

The Export-Import Bank of the United States and the SBA provide SBA export loan recipients with a 25 percent discount on export credit insurance premiums. Ex-Im Bank export credit insurance protects your company against nonpayment and enables you to sell on the competitive "Open account" terms. You can enter new markets and increase sales in existing markets and have the ability to match the credit terms offered by your foreign competitors. Ex-Im Bank provides up to 95 percent coverage for both commercial risks, for example buyer insolvency and default, and political risks, war, revolution, and the cancellation of an export or import license.

How to Apply

A small business exporter seeking a coguaranteed loan must apply to a lender that is a participant in SBA's 7(a) Loan Guaranty Program. PLP and SBAExpress processing are not permitted. The lender must submit a completed Joint Application for Working Capital Guarantee and loan package to SBA. SBA evaluates and processes the application in accordance with SBA rules for its Export Working Capital program.

INTERNATIONAL TRADE LOAN PROGRAM

The program helps small businesses engaged or preparing to engage in international trade as well as small businesses adversely affected by competition from imports. This program allows for an increased maximum dollar amount of SBA guaranty outstanding to any one business (and affiliates) from \$1.5 million to \$1.75 million. In order to reach the \$1.75 million SBA guaranty ceiling, the borrower must have an international trade loan as well an SBA working capital loan or line of credit. The international trade loan provides an SBA guarantee up to \$1.5 million of a term loan used for the acquisition, construction, renovation, modernization, improvement or expansion of long-term fixed assets or the refinancing of an existing loan used for these same purposes. In addition a borrower may have a separate working capital loan (term or line of credit) with a maximum SBA guarantee of \$1.25 million. When combined, the maximum SBA guaranty outstanding to any one business is \$1.75 million. The SBA guarantee fee and interest rates are the same as for any standard 7(a) loans.

Eligibility of Exporter

- Applicants must meet the same eligibility requirements for a 7(a) loan.
- Applicant must establish the loan will significantly expand or develop an export market, or the applicant has been adversely affected by import competition, and, in addition the applicant must show that upgrading equipment or facilities will improve its competitive position.
- If eligibility is based on entering or expanding export sales, the applicant must submit a one or two page international business plan, including sufficient information to reasonably support the likelihood of expanded export sales.

Use of Proceeds

 For facilities or equipment, including purchasing land and building(s); building new facilities; renovating, improving, or expanding existing facilities; purchasing or reconditioning machinery, equipment and fixtures; and making other improvements that will be used within the United States for producing goods or services.

Collateral Requirements – Collateral requirements are the same as regular 7(a) loans.

 How to Apply - A small business exporter seeking a guaranteed loan must apply to an SBA participating lender. Call your local SBA District Office for a list of participating lenders.

Export Express

The Export Express program is designed to help SBA meet the export financing needs of small businesses. It is a subprogram of SBAExpress and is therefore subject to the same loan processing, making, closing, servicing, and liquidation requirements as well as the same maturity terms, interest rates, and applicable fees as for other SBA loans except as noted below. The total Export Express loan cannot exceed \$250,000. SBA guarantees 85 percent for loans of \$150,000 and under and 75 percent for loans over \$150,000 to \$250,000. SBA allows participating lenders to make their own credit decisions. SBA provides a quick processing time, less than 36 hours.

Eligible Buyers – The foreign buyer must be a creditworthy entity located in an acceptable country.

Use of Proceeds

- Finance standby letters of credit used for either bid or performance bonds;
- Finance export development activities such as export marketing and promotional activities, participation in foreign trade shows, translation of product literature for foreign markets, and other activities designed to initiate or expand the applicant's export of its products/services from the U.S.;
- Provide transaction-specific financing for overseas orders;
- Provide revolving lines of credit for export purposes, the term of which must not exceed seven years. In some instances, as a normal course of business, the borrower may use portions of revolving lines of credit for domestic purposes, but no less than 70 percent of the revolver to be used for export related purposes;
- Provide term loans and other financing to enable small business concerns, including small business export trading companies to develop foreign markets; and
- Acquire, construct, renovate, modernize, improve or expand production facilities or equipment to be used in the U.S. in the production of goods or services to be exported from the U.S.

Ineligible Use of Proceeds

Proceeds may not be used to finance overseas operations, other than those strictly associated with the marketing and/or distribution of products/services exported from the U.S.

How to Apply

The application process is the same for the SBA Express, except the applicant must demonstrate that loan proceeds will enable it to enter a new export market or expand an



existing export market. The applicant must submit to the lender a plan that includes projected export sales for the upcoming year as well as the dollar volume of export sales for the previous year.

Community Adjustment and Investment Program

The Community Adjustment & Investment Program helps communities that suffered job losses due to changing trade patterns following the North American Free Trade Agreement. The North American Development Bank has partnered with the SBA and the U.S. Departments of Agriculture and the Treasury to make credit available to businesses in affected communities to help create or retain jobs.

SBA's non-7(a) Loan Programs

In addition to the 7(a) Loan Program SBA has four other non-disaster assistance programs which can help small businesses gain access to capital and bonding.

CERTIFIED DEVELOPMENT COMPANY LOANS (504 LOAN PROGRAM)

The 504 Loan Program is an economic development program that supports American small business growth and helps communities through business expansion and job creation. This SBA program provides long-term, fixed-rate, subordinate mortgage financing for acquisition and/or renovation of capital assets including land, buildings and equipment. Most for-profit small businesses are eligible for this program. The types of businesses excluded from 7(a) loans (listed previously) are also excluded from the 504 loan program.

Loans are provided through Certified Development Companies. CDCs work with banks and other lenders to make loans in first position on reasonable terms, helping lenders retain growing customers and provide Community Redevelopment Act credit.

The SBA 504 loan is distinguished from the SBA 7(a) loan program in these ways: The maximum debenture is:

- \$1.5 million for businesses that create a certain number of jobs or improve the economy of the locality;
- \$2 million for businesses that meet a specific public policy goal, including veterans; and
- \$4 million for manufacturers.
- Eligible project costs are limited to longterm, fixed assets such as land and building (occupied by the borrower) and substantial machinery and equipment.
 Working capital is not an eligible use of proceeds.
- Most borrowers are required to make an injection (borrower contribution) of just 10 percent which allows the business to conserve valuable operating capital. A further injection of 5 percent is needed if the business is a start-up or new (less then 2 years old) and a further injection of 5 percent is also required if the primary collateral will be a single purpose building.
- Two-tiered project financing: a lender finances approximately 50 percent of the project cost and receives a first lien on the project assets (but no SBA guaranty); A CDC (backed by a 100% SBA-guaranteed debenture) finances up to 40% of the project costs secured with a junior lien. The borrower provides the balance of the project costs.
- Fixed interest rate on SBA loan. SBA guarantees the debenture 100 percent. Debentures are sold in pools monthly to private investors. This low, fixed rate is then passed on to the borrower and establishes the basis for the loan rate. A recent history of debenture rates may be found at www.nadco.org.

- All project-related costs can be financed, including acquisition (land and building, land and construction of building, renovations, machinery and equipment) and soft costs, such as title insurance and appraisals. Some closing costs may be financed.
- Collateral is typically a subordinate lien on the assets financed; allows other assets to be free of liens and available to secure other needed financing.
- Long-term real estate loans are up to 20year term, heavy equipment 10 or 20-year term and are self-amortizing.

Businesses that receive 504 loans are:

- Small net worth under \$7.5 million, net profit after taxes under \$2.5 million, or meet other SBA size standards.
- · Organized for-profit.
- Most types of business retail, service, wholesale or manufacturing.

The SBA's 504 Certified Development Companies serve their communities by financing business expansion needs. Their professional staff works directly with borrowers to tailor a financing package that meets program guidelines and the credit capacity of the borrower's business. For more information, go to www.sbd.gov/services, then choose "SBA Loans" from the links in the right-hand column. From there, click on "CDC/504 Program."

Evergreen Community Development Association

Barbara Gill, Senior Loan Officer P.O. Box 3673 Palmer, AK 99645-3673 907-746-5047 800-878-6613 Toll Free, Main Office www.ecda.com

Resource Capital

Phil Reid, Business Development Officer 1120 Huffman Rd., Ste. 24–233 Anchorage, AK 99515 907–306–0575 www.resourcecapital.com

MICROLOAN PROGRAM

The Microloan Program provides small loans ranging from under \$500 to \$35,000. Under this program, the SBA makes funds available to nonprofit intermediaries that, in turn, make the loans directly to entrepreneurs, including veterans. Proceeds can be used for typical business purposes such as working capital, machinery and equipment, inventory and leasehold improvements. Interest rates are negotiated between the borrower and the intermediary.

For more information, go to www.sba.gov/services, then choose "SBA Loans" from the links in the right-hand column. From there, click on "Micro Loans."

SMALL BUSINESS INVESTMENT COMPANY PROGRAM

There are a variety of alternatives to bank financing for small businesses, especially business start-ups. The Small Business Investment Company Program fills the gap between the availability of venture capital and the needs of small businesses that are either starting or growing. Licensed and regulated by the SBA, SBICs are privately owned and managed investment funds that make capital available to qualifying small businesses through investments or loans. They use their own funds plus funds obtained at favorable rates with SBA guarantees. SBICs are forprofit firms whose incentive is to share in the success of a small business. In addition to equity capital and long-term loans, SBICs provide managerial assistance. The SBIC Program provides funding for a broad range of industries and stage of investment, in areas across the country. Some SBICs invest in a particular field or industry while others invest more generally. Most SBICs concentrate on a particular stage of investment such as start-up or expansion and focus on a specific geographic area. For more information contact your nearest SBA office or the Web site at www.sba.gov/services, then choose "Financial Assistance" from the menu below. From there, click on "Equity Capital" and choose "SBA's Investment Program."

THE SURETY BOND GUARANTEE PROGRAM

Although it is not a business loan program, the Surety Bond Guarantee Program is a public-private partnership between the federal government and the surety industry providing small businesses with the bonding assistance necessary for them to compete for government and private contracting opportunities. The guarantee provides the necessary incentive for sureties to bond small businesses that would otherwise be unable to obtain bonding. They typically lack the combination of working capital and a performance track record necessary to secure bonding on a reasonable basis through regular commercial channels.

Through this program, the SBA guarantees bid, payment, performance and necessary ancillary bonds issued by surety companies for individual contracts of up to \$2 million on behalf of eligible small construction, service, and supply contractors. The SBA reimburses sureties a predetermined percentage of losses sustained if a contractor breaches the terms of the contract.

The SBA has two program options available, the Prior Approval Program (Plan A) and the Preferred Surety Bond Program (Plan B). In the Prior Approval Program, SBA guarantees 90 percent of a surety's paid losses and expenses on bonded contracts up to \$100,000, and on bonds for socially and economically disadvantaged and HUBZone contractors and veterans and servicedisabled veterans. All other bonds guaranteed in the Plan A Program receive an 80 percent guarantee. Sureties must obtain SBA's prior approval for each bond guarantee issued. Under the PSB Program, SBA guarantees only 70 percent, but sureties may issue, monitor and service bonds without SBA's prior approval.

For more information on the Surety Bond Program, visit SBA's web site at www.sba.gov and choose "Services." From there, select "Financial Assistance" and click on "Surety Bond."

Pippel Insurance Company

Colleen Ferris
9061 East Frontage Rd.
Palmer, AK 99645
907-745-3261 or 907-745-8417
888-524-3261 Local Toll Free
colleen@pippelinsurance.com

Alaska USA Insurance Brokers, LLC

Carol L. McGee, Jim Ferguson, Christin Hubble P.O. Box 196530 Anchorage, AK 99519-6530 907-561-1250 • 907-561-4315 Fax bidbonds@alaskausainsurance.com



franmarket.com

It's not your average frachise website. It's a site that turns the franchise world into a community. Whether you're a potential franchisee, existing franchisee or a franchiser with confident you'll find a home on franmarket.com. Because we don't generate leads, we generate relationships.

Sound good? If so, log on to franmarket.com today, create your FREE account, and he a part of something special, a community

An Online Community
Serving the World of Franchising.

U.S. Small Business Administration Loan Reference Chart Information current as al October 2007

Program.	Machem	Percent of Guaranty	Use of Proceeds	Maturity	Maximus Interest Rates	Guaranty Fees	Who Qualities	Bosonts to Bosowers
Regular Tigh 19A NEO OVE Professional Lander Programs Jersky approves	Diritar gree Scamillar greens	Moreovery according to the proof of press commis- series of press commis- series of press commis- series of press commis-	Scientific remarks on New youthorities in or produced by Particles land or to this large Particles and Particles a	Departs munify to reply Centrally making captur & receivery & equipment and to equipment and to	Lamb / years or his real person (2.5%). Chee / search (2.5%). Chee / search (2.5%). She trade 191,000, reals can be fagine by 2% for search (2.5,000 or Search (2.5,000 for 150,000 for search (2.5,000 or person (4.5,000 for person (4.5,000 for mobile or of 15 years or reals (person (4.5,000 for 16.1 years of 15 years or reals (person (4.5,000 for 16.1 years of 15.1).	Fine tharged be guaranteed portlan of barn crisis (Adaptive) if person of bas 0.27% guarantee feet 0.27% guarantee feet 0.27% guarantee feet 0.27% should be for the following feet for guarantee for the following feet guarantee feet following feet guarantee feet	Must be profit & most 350 for members. Show good observer, and shifty to spood whether with the shifty to spood members, and shifty to spood members. What bit are shifted in the of business.	Ling-torn francing proprised cold flow freedings by the fundamental file todown file propagation (pendig tuning 15 pages).
SIACIpens Jankin approvis Niceral SIA papervisis	3350.000	50%	May for used for modeling Smooth coolst Sacritis 7 year metal by Co- for a seen from plante in Table	See Tile	Lians 500000 Hos prime + 6.5% (50000 + Ptime + 4.5%.	See 708	See Hull	Incertainment Source de des de Log tours bes de codt
Community Express Sales in Negotiar (fail but most be besend for a town modeled freeze sales for sulf areas or served by a majority were on a vention.		OF his located \$150,000 or his Locate new \$150,000 models TTh gaments	See Fall	Ser 2g	Servici MASSINI	Zhian quan dad jestim offices up to 1100000 Zhian the geometric posteroif lose note than 2150,000, 1490 ky kva of predicipato new year	No SBA application in a guard back has delegance authority. Program provides fractional fractions or street of the authority fraction fractional fractiona	Let det une nort born, Severalent pas varies collentes organica born, co s. 50,000 (Jung of to strate barn, Sechnical amorano provided
Petrick bagress (einder opprose) harr, Myndral additional 19th pagements	\$10000	Muserner operately of Principles STP5,008, 87% Repression in STR0000 or kin.	Servi ai IBASpessi	See 700	Service Regular Fail	See Av	See To markfrom unal horses on as he several extraorabled to the or several terminal following groups where, as he will as of members are proposed as of members are proposed of as well as of the several services or of a several extra which the deal divers several extra which had diversely several extra which had a several extra which had been several extra	Linearen meintern Fest meier SAM-geno group errocken paperante Tel group errocken paperante De parad-telegister, likerteiste appScatte
CAPLINES Stockhorn Revoking Lives of Greek London Connect Society Standard Synak Austribused	S2 traffich (land) doet basel brakel in basel krakel to Expector	779-31000 8665-50000 806-31000 811000000000	France valued with any operation on the partial re- Community or own of the community of th	toe Iww	Semi-da Jibi kecipat the Reputard Assert Boost of the Proposition of the International Architecture in disclosure Architecture organical	See 194	Sea Tod Existing various	Punch dwarf term working organization in term organization in term or other content to other operation of the season of the seas
wastalagmenter	New alternative	dafaqaadaasi caatmaa	TE trans an act far resid	Up to 22 page	See 7(4)	No car	Significances Sur	Long-term-Sturning
	sector quagnoticos placificas togethe machine \$1.75 million conducting secret;	Red Stanions Straton one	orly for the appropriate of completen. If the Openite A reported working control from marking control from the property control from the contr	AP TO DAY			Pathymationers experimenture	for time to accoming where expendent arms and an producer produces
Export Working Copitor Program: 1 copy authorities East terraneously rely apply for proqualification takes	La mellion away ter combined with inter- unitarial facts have	90%-up to \$1.5 milker communiques #3;	Short-sern, working- copile loans for sequence.	Mached strok state- action cock or gaven sky t year for late of credit.	Pile Longs	SH.721	Small burness Tuetor other qualifications. Exceeding against tone working against	Southern centry, cartle for exact sector for exact sector in carrier, by the control of the cartle for the cartle for the carrier, and the cartle for the ca
Micrological Property of the Control Property of the C	Little traiter training confine tes trained	Not need state	Profesementowny & experient, Sitzen, levelskil incovernational seriory cand Carea be used organ, exercisient exerci	Protest verification (Regulation with standardy Supports other 175 to 1270 standard Rey per others.	No guestra free	Servin No.	Direct Kory State manager of the modern for their fixed one for courty way could not account, Technical account, Technical account on their
SOLICIES Districtions/s Destinated Destinated Companies CCCs solicies in lighted by 1804.	of his machini ground organism If a reflect to \$42 reflect depositing on project	Project costs Transcard by 104 Sept sortio 42% Lander Sthy Equity 10-20%	Lang term, fixed occat haper, and/or liver gaserated, from the gaserated from the project owen, the last project owen, the last project owen, the last project owen, the last subject of the last the gaserated richer has worth.	NOW years 10 or 30 years forth Lender Language which there stop may make otherher foots	Free free per SER Lain southful of their shiften their booking free post literary properties from the file 1/2 of face.	CIT upters have SM on the Procurage arrows Organic guestry Re-on SM our PFADD in OUT to of process CIT. Organic Sec In rices not intended during size.	Forger of the inventors that do may be cosed 17.3 million to supplier ser sectional distriction over \$2.5 million kin part 2 years.	Frequency 15 Longram Rentury Loss down payment Freferror lookus nechalloors.

Visit us online: www.sba.gov/ak

BUSINESS PREPARATION

SMALL BUSINESS TRAINING NETWORK

How to Get Equipped With Business Intelligence



he Small Business Training Network is an Internet-based training site. It provides small businesses with free online courses, workshops, learning tools and direct access to electronic counseling and other forms of technical assistance.

Key Features of the SBTN:

- Training is available anytime and anywhere—all you need is a computer with Internet access.
- More than 23 free online courses and workshops available
- Offers a comprehensive e-library with hundreds of e-publications, electronic tools and information resources.

 Online, interactive assessment tools are featured and used to direct clients to appropriate training.

Find the SBTN at www.sba.gov/training.

CONTRACTING OPPORTUNITIES

FEDERAL PROCUREMENT OPPORTUNITIES

How to Apply for Government Contracts



THE PRIME CONTRACTS PROGRAM

Through the Prime Contracts Program, the SBA helps to increase small business' share of government prime contracts. SBA Procurement Center Representatives work to expand contracting opportunities for small businesses. PCRs review contracting strategies and actions, recommend contracting sources, and provide one-to-one counseling and training to small businesses seeking to do business with the federal government.

Visit the SBA's Office of Government Contracting home page at: www.sba.gov/gc for a listing of PCRs and buying installations nationwide.

Office of Government Contracting

Marichu Relativo Procurement Center Representative 510 L. St., Ste. 310 Anchorage, AK 99501 907-271-2297 marichu.relativo@sba.gov

The Subcontracting Assistance Program

The Subcontracting Assistance Program promotes maximum use of small businesses by the nation's large prime contractors. The SBA's Commercial Market Representatives work with large businesses to identify and expand subcontracting opportunities for small businesses. CMRs conduct compliance reviews to ensure that large businesses comply with small business subcontracting requirements. They also provide guidance to assist small businesses in identifying subcontracting opportunities and marketing their products and services to these large contractors.

CMRs also work with agencies to ensure subcontracting with small and small, disadvantaged businesses, women-owned small businesses, HUBZone firms and small businesses owned by service-disabled veterans through inclusion of subcontracting evaluation factors and sub-factors.

The federal government is the largest purchaser of goods and services in the world. However, small businesses face challenges when trying to win federal contracts. The SBA can help small businesses work through these challenges. Working closely with federal agencies and the nation's leading large contractors, the SBA works to ensure that small businesses obtain a fair share of government contracts and subcontracts. The SBA has a number of programs to help small firms do business with the federal government.

For more information, visit: www.sba.gov/gc

THE CERTIFICATE OF COMPETENCY PROGRAM

The Certificate of Competency program allows a small business to appeal a contracting officer's determination that it is unable to fulfill the requirements of a specific government contract on which it is the apparent low bidder. The SBA will conduct a detailed review of the firm's technical and financial capabilities to perform on the contract. If the business demonstrates the ability to perform, the SBA issues a Certificate of Competency to the Contracting Officer, requiring award of that contract to the small business.

SMALL BUSINESS SIZE STANDARDS

The Small Business Act states that a small business concern is "one that is independently owned and operated and which is not dominant in its field of operation." The law also states that in determining what constitutes a small business, the definition will vary from

industry to industry to reflect industry differences accurately. The SBA's Small Business Size Regulations (13 CFR Part 121, www.sba.gov/size/indextableofsize.html) implement the Small Business Act's mandate to the SBA.

The SBA has also established a table of size standards, matched to North American Industry Classification System industries, used to determine eligibility for SBA programs and small business preferences for federal government contracts.

See more at: http://www.sba. gov/services/, then click on "Size Standards" under the "Contracting Opportunities" menu across the bottom.

Size Determination

The Size Determination Program, administered by SBA's six government contracting area offices, ensures that only small firms receive contracts and other benefits reserved exclusively for small business. When a firm's claim that it is small is challenged, the SBA determines if the firm does, in fact, meet established SBA size standards. Size determinations may also be made when requested in connection with other federal small business programs.

Additional information is available at the above "Size Standards" site.

SMALL BUSINESS VENDOR DATABASE

As part of the Integrated Acquisition Environment Initiative, the SBA works with the General Services Administration and Department of Defense to provide a database of vendors, including small business. The Central Contractor Registration System is the primary gateway vendor and grantee database for the federal government. CCR collects, stores and disseminates data to support agency acquisition and grants missions. Both current and potential federal government vendors and grantees are required to register in CCR to receive federal contracts or grants. Vendors are required to complete a one-time registration to provide basic information relevant to procurement, grant and financial transactions.

Vendors must update or renew their registration at least once a year to maintain an active status. The SBA provides the CCR with authoritative source information regarding certifications under 8(a) Business Development, HUBZone and Small Disadvantaged Business programs and provides the small business size status against each North American Industry Classification code listed in a registrant's profile.

SBA maintains the Dynamic Small Business Search function of the CCR. Businesses profiled on the DSBS can be

searched by NAICS codes, keywords, location, quality certification, bonding level business type, ownership, SBA certification, and by women, minority, veteran and service-disabled veteran ownership. The DSBS serves as a marketing tool for small businesses because the business profiles in the DSBS include information from SBA's files and other available databases plus additional business and marketing information on individual firms.

To search the DSBS for small businesses, click on: http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm or select the "Dynamic Small Business Search" at the CCR Web site at: http://www.ccr.gov.

Registration in the DSBS is through the CCR. For more information on CCR, or to register, click the CCR Web site. Before registering in CCR, go to the top of the Web page and download the handbook which contains data for a successful registration.

SUB-NET

Prime contractors use SUB-Net to post subcontracting opportunities. Small businesses can review this Web site to identify opportunities in their area(s) of expertise. While the Web site is designed primarily as a place for large businesses to post solicitations and notices, it is also used by federal agencies, state and local governments, nonprofit organizations, colleges and universities, and even foreign governments for the same purpose.

The Web site has shifted the traditional marketing strategy from the shotgun approach to one that is more focused and sophisticated. Instead of marketing blindly to hundreds of prime contractors, with no certainty that any given company has a need for their product or service, small businesses can now use their resources (saving time and money) to identify concrete, tangible opportunities and then submit bids/proposals targeting these potential subcontracting opportunities.

SUB-Net is available at the SBA Web site by visiting: http://web.sba.gov/subnet

HUBZONE PROGRAM

The Historically Underutilized Business Zone Program stimulates economic development and creates jobs in urban and rural communities by providing federal contracting assistance to small businesses.

The HUBZone program establishes preferences for award of federal contracts to small businesses located in historically underutilized business zones.

In general, small businesses may obtain HUBZone certification by employing staff who live in a HUBZone and maintaining a "principal office" in one of these specially designated areas.

SBA is responsible for:

- Determining whether or not individual concerns are qualified HUBZone small business concerns, and therefore eligible to receive HUBZone contracts;
- Maintaining a list of qualified HUBZone small business concerns for use by acquisition agencies in awarding contracts under the program; and
- Adjudicating protests and appeals of eligibility to receive HUBZone contracts.

To qualify for the program, a business must meet the following criteria:

- It must qualify as a small business by SBA size standards;
- Its principal office must be located within a HUBZone, which includes lands on federally recognized Indian reservations and covered by phrase "Indian Country";
- It must be owned (at least 51 percent) by one or more U.S. citizens, Community Development Corporation, an agricultural cooperative, an Indian tribe; and
- At least 35 percent of its employees must reside in a HUBZone.

Existing businesses that choose to move to qualified areas are eligible. To fulfill the requirement that 35 percent of a HUBZone firm's employees reside in a HUBZone, employees must live in a primary residence within that area for at least 180 days or be a currently registered voter in that area.

For additional information regarding the HUBZone Program, please visit: http://www.sba.gov/services/contractingopportunities/contracting/hubzone/index.html/.

ASSISTANCE FOR SMALL AND DISADVANTAGED BUSINESSES

8(a) Business Development Program

The SBA's Section 8(a) Business Development Program provides various forms of assistance (management and technical assistance, financial assistance, government contracting assistance and advocacy support) to foster the growth and development of businesses owned by socially and economically disadvantaged individuals. SBA assists these businesses, (during a nine-year tenure in the 8(a) Business Development Program), to gain access to the resources necessary to develop their businesses and improve their ability to compete in the mainstream of the American economy.

Business development assistance includes one-to-one counseling, training workshops, and other management and technical guidance required to expand into the federal government contracting arena.

The SBA enters into contracts with other federal agencies and subcontracts the performance of such contracts to 8(a) program participants.

Eligibility Criteria:

To participate in the 8(a) program, a business must be:

- · a small business concern
- owned by a U.S. citizen
- at least 51 percent unconditionally owned and controlled by one or more an individual(s) who qualify as socially and economically disadvantaged
- established for two full years before applying (or qualifying for a waiver of the two-year rule)

Social disadvantage:

Socially disadvantaged is defined as individuals who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their individual capabilities. The following individuals are presumed to be socially disadvantaged: Black Americans, Native Americans, Hispanic Americans, Asian Pacific Americans and Subcontinent Asian Americans. An individual who is not a member of one of the groups presumed to be socially disadvantaged must establish individual social disadvantage by a preponderance of the evidence. Anyone may apply for 8(a) Program certification.

For additional information regarding evidence of social disadvantage, please visit: http://www.sba.gov/aboutsba/sbaprograms/8abd/index.html.

Economic disadvantage:

Economically disadvantaged individuals are socially disadvantaged individuals whose ability to compete in the free-enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same or similar line of business who are not socially disadvantaged.

Net worth:

For initial 8(a) Program certification, the net worth of an individual claiming disadvantage, must be less than \$250,000. For continued 8(a) Program eligibility after admission, net worth must be less than \$750,000. In determining such net worth, SBA will exclude the ownership interest in the applicant business and the equity in the primary residence.

Day-to-Day Management:

- Management and daily business operations must be controlled by the disadvantaged individual(s) upon whom eligibility is based.
- The individual(s) must have management or technical expertise.

For additional information on the 8(a) Business Development Program, please visit: http://www.sba.gov/aboutsba/sbaprograms/8abd/index.html.

Small Disadvantaged Business Certifications

To qualify as a small disadvantaged business, a firm must be owned and controlled by one or more individuals who are socially and economically disadvantaged. Congress has directed that individuals who are members of certain ethnic groups are presumed to be disadvantaged. Other persons, including women and persons of any race, can also qualify by establishing their disadvantaged status.

Once certified by the SBA, the firm can be added to an online registry of SDB-certified firms maintained in CCR/DSBS. Firms remain on the list for three years. Contracting Officers and prime contractors may search this registry for potential contractors.

For additional information on SBD Certification and Eligibility, visit the SBD Web site at: www.sba.gov/services, and select "Small Business Certifications" from the "Contracting Opportunities" menu in the center of the page.

Online 8(a)/SDB Application

The online 8(a)/SDB application allows small companies to apply for 8(a) Business Development and Small Disadvantaged Business certification directly from SBA's Web site. The 8(a)/SDB online application incorporates features including context sensitive help, real-time validation, printerfriendly versions and integrates with the CCR/DSBS.

You may access the electronic 8(a)/SDB application by visiting: https://sba8a.symplicity.com/applicants/guide

If you are having difficulty with SBA's General Login System (GLS), please e-mail SBA at ITSecurity@sba.gov.

If you are having difficulty with the Central Contractor Registration (CCR), please go to http://www.ccr.gov/help.asp for contact information.

If you are having difficulty with the Dynamic Small Business Search (DSBS), please contact Robert.Connolly@sba.gov.

Small Disadvantaged Business (SDB) E-application, please contact SDB@sbɑ.gov.

8(a) Business Development E-application, please contact 8ABD@sbd.gov.

The Mentor-Protégé Program for 8(a) Participants

Through the SBA's Mentor-Protégé Program, 8(a) Program participants can receive in-depth business advice to assist them in becoming more competitive in obtaining federal government contracts. The SBA's Mentor-Protégé Program encourages

private-sector relationships and broadens the agency's efforts to address the needs of clients in the 8(a) Program.

If you are an 8(a) participant, mentors can provide you with technical and management assistance, financial assistance in the form of equity investments or loans, subcontract support, and assistance in performing prime contracts through joint-venture arrangements with 8(a) businesses.

For additional information, please visit: http://www.sba.gov/aboutsba/sbaprograms/8 abd/index.html.

MANAGEMENT AND TECHNICAL ASSISTANCE

SBA's Section 7(j) Management and Technical Assistance Program authorizes the SBA to enter into grants, cooperative agreements and contracts with public or private organizations to pay all or part of the cost of technical or management assistance for individuals or concerns eligible for assistance under sections: 7(a) (11), 7(j) (10), or 8(a) of the Small Business Act. Specifically, the following are eligible to receive management and technical assistance including businesses which qualify as small under 13CFR part 121 of this title: concerns located in urban or rural areas with high proportions of unemployed or low-income individuals, or which are owned by such lowincome individuals; and businesses eligible to receive 8(a) contracts.

The types of assistance available to eligible individuals through the Management and Technical Assistance Program include counseling and training in the areas of:

- Finance
- Management
- Accounting
- Bookkeeping
- Marketing and presentation analysis
- Advertising
- · Loan packaging
- · Proposal bid preparation
- Feasibility studies
- Industry specific technical assistance
- The identification and development of new business opportunities

More information is at:

http://www.sba.gov/aboutsba/sbaprograms/ 8abd/index.html

SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS

In 1999, public law established federal procurement opportunities for veterans and service-disabled veterans. In 2003, the Small Business Act established procurement vehicles for small businesses owned and controlled by service-disabled veterans.

Contracting officers may award a solesource or set-aside contract to a small business owned by a service-disabled veteran if:

- The business is a responsible contractor able to perform the contract, and the contracting officer does not reasonably expect two or more small businesses owned and controlled by service-disabled veterans will submit offers.
- The anticipated award price of the contract (including options) won't exceed \$5 million in case of a contract opportunity assigned a North American Industry Classification System code for manufacturing; or
- \$3 million in the case of any other contract opportunity;
- In the estimation of the contracting officer, the contract award can be made at a fair and reasonable price.

Additionally, a contracting officer may award contracts after competition restricted to small business concerns owned and controlled by service-disabled veterans if the contracting officer reasonably expects two or more small businesses owned and controlled by service-disabled veterans will submit offers and that the award can be made at a fair market price.

Veterans and service-disabled veterans may participate in all SBA procurement programs. To determine your eligibility, contact your local veterans business development officer in your nearest SBA district office, visit the various program Web sites or contact the SBA's Office of Veterans Business Development at www.sbd.gov/vets.

SMALL BUSINESS INNOVATION RESEARCH PROGRAM

The SBIR Program encourages small businesses to explore their technological potential by reserving a specific percentage of federal research and development funds for small businesses. The program serves to fund the critical startup and development stages for a technology and encourages commercialization of the technology, product or service. In turn, this stimulates the U.S. economy.

SBIR Requirements:

Small businesses must meet the following eligibility criteria to participate in the SBIR program.

 Be 51 percent owned and controlled by one or more individuals who are U.S. citizens or permanent resident aliens in the U.S. or be a for-profit business concern that is at least 51 percent owned and controlled by another for-profit business concern that is at least 51 percent owned and controlled by one or more individuals who are citizens of, or permanent resident aliens in. the U.S.

- Be organized for profit.
- Principal researcher must be employed by small business.
- Company size cannot exceed 500 employees.

For more information on the SBIR Program visit www.sbu.gov/services, then scroll down the "Contracting Opportunities" menu along the bottom and click on "Contracting Program." From there, select "SBIR/STTR Programs" from the menu that appears on the right-hand side.

Participating Agencies:

Each year, the following eleven federal departments and agencies are required to reserve a portion of their R&D funds for award to small business: Departments of Agriculture; Commerce; Defense; Education; Energy; Health and Human Services; Homeland Security; Transportation; Environmental Protection Agency; National Aeronautics and Space Administration; and National Science Foundation.

For more information on the SBIR Program, please visit: www.sba.gov/sbir/idexsbir-sttr.html.

Technology Research and Development Center (TREND)

430 W. 7th Ave., Ste. 110 Anchorage, AK 99501-3550 907-274-7232 800-478-7232 Toll Free 907-274-9524 Fax www.trendalaska.org Carolyn Pratt, Director ancap1@uaa.alaska.edu

SMALL BUSINESS TECHNOLOGY TRANSFER PROGRAM

This STTR program reserves a specific percentage of federal R&D funding for award to small business and nonprofit research institution partners. Small business has long been where innovation and innovators thrive. But the risk and expense of conducting serious R&D efforts can be beyond the means of many small businesses. Conversely, nonprofit research laboratories are instrumental in developing high-tech innovations. But frequently, innovation is confined to the theoretical, not the practical. STTR combines the strengths of both entities by introducing entrepreneurial skills to hightech research efforts. The technologies and products are transferred from the laboratory to the marketplace. The small business profits from the commercialization, which, in turn, stimulates the U.S. economy.

STTR Requirements:

Small businesses must meet the following eligibility criteria to participate in the STTR Program.

- Be 51 percent owned and controlled by one or more individuals who are U.S. citizens or permanent resident aliens in the U.S.
- · Be organized for profit.
- Principal researcher need not be employed by small business.
- Small business must conduct at least 40 percent of the work.
- Company size cannot exceed 500 employees. (No size limit for nonprofit research institution).

The nonprofit research institution partner must also meet certain eligibility criteria:

- Be located in the United States and be one of the following:
- Nonprofit college or university.
- Domestic nonprofit research organization.
- Federally funded R&D center.
- The research institution must conduct at least 30 percent of the work.

Participating Agencies:

Each year the following five Federal departments and agencies are required by STTR to reserve a portion of their R&D funds for award to small business/nonprofit research institution partnerships: Department of Defense; Department of Energy; Department of Health and Human Services; National Aeronautics and Space Administration; and National Science Foundation.

TECH-NET

TECH-Net is an Internet-based database of information containing Small Business Innovation Research awards, Small Business Technology Transfer awards, Advanced Technology Program awards, and Manufacturing Extension Partners centers.

It is a search engine and electronic gateway of technology information and resources for and about small high-tech businesses. It is a tool for researchers, scientists, state, federal and local government officials, a marketing tool for small firms and a potential "link" to investment opportunities for investors and other sources of capital.

TECH-Net is a free service for those seeking small business partners, small business contractors and subcontractors, leading edge technology research, research partners, (e.g. small businesses, universities, federal labs and non-profit organizations), manufacturing centers and investment opportunities.

TECH-Net is available at: http://tech-net.sba.gov/index.cfm.

DISASTER RECOVERY

DISASTER ASSISTANCE

Knowing the Types of Assistance Available for Recovery



he SBA's Disaster Assistance Program is the only federal program providing loan assistance to homeowners, renters and businesses following disasters. The program provides eligible applicants with certain financial assistance only after an affected area is declared a disaster by the President or the Administrator of the SBA. This loan program is intended for funding of private-sector, nonagricultural losses for which the victims are uninsured or underinsured.

Eligibility is determined by review of a business' or an individual's financial situation as reviewed against established SBA guidelines. A low interest rate (not to exceed 4 percent) is available to applicants without credit available elsewhere; a higher rate (not to exceed 8 percent) is available to applicants with credit available elsewhere.

Physical Disaster Loans

Loans are available to businesses and homeowners and renters. Loans are available to qualified business applicants of any size for uninsured or underinsured disaster losses of up to \$1.5 million. Businesses may use these funds to replace or repair real estate, equipment, fixtures, inventory, and leasehold improvements to pre-disaster condition. Homeowners receive loans, up to \$200,000 for real property losses to repair or restore a primary residence to pre-disaster condition. Homes which are not primary

residences are ineligible. Qualified renters and homeowners may also obtain loans for uninsured or underinsured personal property losses up to \$40,000 to repair or replace personal property such as clothing, furniture and cars. Loans are not intended to replace extraordinarily expensive or irreplaceable items such as antiques, pleasure craft, recreational vehicles or fur coats.

Economic Injury Disaster Loans

Loans of up to \$1.5 million are available for small businesses only which sustain economic injury as a direct result of the disaster event. These working capital loans are intended to be made to small businesses, without credit elsewhere, to help pay ordinary and necessary operating expenses that would have been payable barring the disaster event. Businesses may receive combined economic injury disaster loans and physical disaster loans up to \$1.5 million, unless the business meets the federal criteria as a major source of employment. In that event, the \$1.5 million may be waived when appropriate application is made and documentation provided.

Military Reservist Economic Injury

Loans are available to \$1.5 million to assist eligible small businesses to meet their ordinary and necessary operating expenses that they could have met, but are unable to meet, because an essential employee was "called up" to active duty in his/her role as a military reservist. These loans are intended to provide only the amount of working capital needed by a small business to pay its necessary obligations as they mature until operations return to normal after the essential employee is released from active military duty.

More information on all of SBA's disaster assistance programs is at: http://www.sba.gov/services/disasterassistance/index.html.

Disaster Preparedness

For small businesses, surviving a disaster doesn't begin with clearing the debris and returning to work.

Surviving begins long before the disaster strikes – with proper planning. Your planning should include insurance coverage, emergency power, company records, fire safety, medical emergencies, taking care of your employees and continuity planning – how your business will continue during and after the emergency or disaster.

Starting is as easy as clicking on the SBA's Disaster Preparedness Web site at: http://www.sba.gov/services/disasterassistan ce/disasterpreparedness/index.html. The site includes a wealth of information on the SBA's disaster recovery programs for homeowners and renters, and businesses of all sizes. There are articles on emergency planning for disasters, descriptions of SBA's programs, and links to government and industry Web sites with great planning information.

There is also a link to www.ready.gov, the Department of Homeland Security's Web site for home and business disaster planning.

Small- to medium-sized businesses are the most vulnerable in an emergency. A plan can help protect your company and enhance its potential to recover after an emergency.

The ready.gov site contains downloadable publications detailing the planning you'll need to stay in business after a disaster strikes. One publication, the Ready Business Mentoring Guide – User Edition, contains worksheets, checklists, testimonials and a sample emergency plan to use for study. You can order the publication or download it free.

Planning for a disaster is the best way of limiting its effects.

ADVOCACY

WATCHING OUT FOR YOU

The SBA is Your Voice in Washington



OFFICE OF ADVOCACY

The SBA's Office of Advocacy, the "small business watchdog" of the government, examines the role and status of small business in the economy and independently represents the views of small business to federal agencies, Congress, the President and federal appellate courts as friends of the court. Advocacy compiles and interprets statistics on small business and is the primary entity within the federal government to disseminate small business data.

Advocacy also funds outside research into small business issues and produces numerous publications to inform policy makers about the important role of small business in the economy and the impact of government policies on small business. In addition, the office monitors federal agency compliance with the Regulatory Flexibility Act – the law that requires agencies to analyze the impact of their proposed regulations on small entities (including small businesses, small governmental jurisdictions and small nonprofit organizations), and consider regulatory alternatives that

minimize the economic burden on small entities.

Advocacy's mission is enhanced by a team of regional advocates, located in the SBA's 10 regions. They are Advocacy's direct link to small business owners, state and local government entities, and organizations that support the interests of small entities. The regional advocates help identify regulatory concerns of small business by monitoring the impact of federal and state policies at the grassroots level. Finally, the office is headed by the Chief Counsel for Advocacy who is appointed by the President and confirmed by the U.S. Senate.

Learn more about the Office of Advocacy at: www.sba.gov/advo.

OFFICE OF THE NATIONAL OMBUDSMAN

If excessive fines, penalties or unfair regulatory enforcement by federal agencies are problems for your small business, you have a voice in Washington, D.C., through the SBA's Office of the National Ombudsman.

The Ombudsman receives comments regarding federal regulatory enforcement from small business owners, nonprofit organizations and small government entities. Comments are forwarded to federal agencies for review, and in some cases fines may be lowered or eliminated and decisions changed in favor of the small business owner. Each year the National Ombudsman files a report with the U.S. Congress on the responsiveness of federal agencies regarding their actions of regulatory and compliance enforcement on small businesses.

To request help, send the National Ombudsman a complete Federal Agency Comment Form. You may do this by fax at 202-481-5719; online at the Ombudsman's Web page: http://www.sba.gov/aboutsba/sbaprograms/ombudsman/index.html; or by mail at 409 Third Street S.W., Mail Code 2120, Washington, DC 20416.

The Ombudsman also coordinates 10 regional regulatory fairness boards which meet regularly to receive comments about federal regulations affecting small businesses.

Learn more about the National Ombudsman from the Web site above or call 888-REG-FAIR.

OTHER ASSISTANCE

OTHER SOURCES OF ASSISTANCE

Local, State and Federal Sources of Assistance

Better Business Bureau, Chambers of Commerce, and Convention and Visitors Bureaus are located throughout Alaska and provide small business information and assistance. For more information, contact one of the following:

ALASKA BETTER BUSINESS BUREAU

3601 C St., Ste. 1378 Anchorage, AK 99503 907-562-0704 • 907-562-4061 Fax www.thebbb.org

ALASKA STATE CoC

Juneau Headquarters 217 2nd St., Ste. 201 Juneau, AK 99801 907-586-2323 • 907-463-5515 Fax www.alaskachamber.com

ALASKA STATE CoC

Anchorage Office 601 W. 5th Ave., Ste. 700 Anchorage, AK 99501 907-278-2722 • 907-278-6643 Fax www.alaskachamber.com

ANCHOR POINT CoC

P.O. Box 610 Anchor Point, AK 99556 907-235-2600 • 907-235-2600 Fax www.anchorpointchamber.org

ANCHORAGE CoC

1016 W. Sixth Ave., Ste. 303 Anchorage, AK 99501 907-272-2401 • 907-272-4117 Fax www.anchoragechamber.org

ANCHORAGE CONVENTION AND VISITORS BUREAU

524 W. Fourth Ave. Anchorage, AK 99501-2212 907-276-4118 • 907-278-5559 Fax www.anchorage.net

BETHEL CoC

P.O Box 329 Bethel, AK 99559 907-543-2911 • 907-543-3255 Fax www.bethelakchamber.org

BIG LAKE CoC

P.O. Box 520067 Big Lake, AK 99652 907-892-6109 • 907-892-6189 Fax www.biglakechamber.org

CHUGIAK-EAGLE RIVER CoC

P.O. Box 770353 Eagle River, AK 99577 907-694-4702 • 907-694-1205 Fax www.cer.org

COOPER LANDING CHAMBER OF COMMERCE & VISITORS BUREAU

P.O. Box 809 Cooper Landing, AK 99572 907-595-8888 • 907-595-8888 Fax www.cooperlandingchamber.com

COPPER VALLEY CoC

P.O. Box 469 Glennallen, AK 99588 907-822-5558 • 907-822-5555 Fax www.traveltoalaska.com

CORDOVA CoC

P.O. Box 99 Cordova, AK 99574 907-424-7260 • 907-424-7259 Fax www.cordovachamber.com

DELTA JUNCTION CoC

P.O. Box 987 Delta Junction, AK 99737 907-895-5068 • 907-895-5141 Fax www.deltachamber.org

DILLINGHAM CoC

P.O. Box 348 Dillingham, AK 99576 907-842-5115 • 907-842-4097 Fax www.dillinghamak.com

FAIRBANKS CONVENTION AND VISITORS BUREAU

550 First Ave. Fairbanks, AK 99701 800-327-5774 ◆ 907-452-2867 Fax www.explorefairbanks.com

GIRDWOOD CoC

P.O. Box 1313 Girdwood, AK 99587 907-222-7682 www.girdwoodalaska.com

GREATER FAIRBANKS CoC

100 Cushman St., Ste. 102 Fairbanks, AK 99701 907-452-1105 • 907-456-6968 Fax www.fairbankschamber.org

GREATER KETCHIKAN CoC

111 Stedman St., Ste. 201/P.O. Box 5957 Ketchikan, AK 99901 907-225-3184 • 907-225-3187 Fax www.ketchikanchamber.com

GREATER PALMER CoC

P.O. Box 45 Palmer, AK 99645 907-745-2880 • 907-746-4164 Fax www.palmerchamber.org

GREATER SITKA CoC

P.O. Box 638 Sitka, AK 99835 907-747-8604 • 907-747-7413 Fax www.sitkacoc.com

GREATER SOLDOTNA CoC

44790 Sterling Hwy.
Soldotna, AK 99669
907-262-9814 • 907-262-3566 Fax
www.soldotnachamber.com

GREATER WASILLA CoC

415 E. Railroad Ave. Wasilla, AK 99654 907-376-1299 • 907-373-2560 Fax www.wasillachamber.org

HAINES CoC

P.O. Box 1449 Haines, AK 99827 907-766-2202 • 907-766-2271 Fax www.haineschamber.org

HAINES CONVENTION AND VISITORS BUREAU

P.O. Box 530 Haines, AK 99827 907-766-2234 • 907-766-3155 Fax www.haines.ak.us

HOMER CoC

P.O. Box 541 Homer, AK 99603 907-235-7740 • 907-235-8766 Fax www.homeralaska.org

HOUSTON CoC

P.O. Box 356 Houston, AK 99694 907-373-0826 • 907-892-0829 Fax

JUNEAU CoC

3100 Channel Dr., Ste. 300 Juneau, AK 99801 907-463-3488 ● 907-463-3489 Fax www.juneauchamber.com

JUNEAU CONVENTION AND VISITORS BUREAU

One Sealaska Plz., Ste. 305 Juneau, AK 99801 907-586-1737 ● 907-586-1449 Fax 800-587-2201 Toll Free www.traveljuneau.com

KENAI CoC

402 Overland St. Kenai, AK 99611 907-283-7989 • 907-283-7183 Fax www.kenaichamber.org

KENAI CONVENTION AND VISITORS BUREAU

11471 Kenai Spur Hwy. Kenai, AK 99611 907-283-1991 • 907-283-2230 Fax www.yisitkenai.com

KETCHIKAN VISITORS BUREAU

131 Front St.
Ketchikan, AK 99901
907-225-6166 • 907-225-4250 Fax
800-770-3300 Toll Free
www.visit-ketchikan.com

KODIAK CoC

100 E. Marine Way, Ste. 300 Kodiak, AK 99615 907-486-5557 • 907-486-7605 Fax www.kodiak.org

KODIAK ISLAND CONVENTION AND VISITORS BUREAU

100 Marine Way, Ste. 200 Kodiak, AK 99615 907-486-4782 • 907-486-6545 Fax www.kodiak.org/cvb.html

MATANUSKA-SUSITNA CONVENTION AND VISITORS BUREAU

7744 E. Visitors View Ct.
Palmer, AK 99645
907-746-5000 • 907-746-2688 Fax
www.alaskavisit.com

NIKISKI CoC

P.O. Box 8053 Nikiski, AK 99365 907-776-5551 • 907-776-8836 Fax

NOME CoC

P.O. Box 250 Nome, AK 99762 907-443-3879 • 907-443-3892 Fax www.nomechamber.org

NOME CONVENTION AND VISITORS BUREAU

P.O. Box 240 H-P Nome, AK 99762 907-443-6624 • 907-443-5832 Fax www.nomealaska.org/vc

NORTH POLE COMMUNITY CoC

P.O. Box 55071 North Pole, AK 99705 907-488-2242 www.northpolechamber.org

PETERSBURG CoC

P.O. Box 649 Petersburg, AK 99833 907-772-4636 • 907-772-2453 Fax www.petersburg.org

PRINCE OF WALES CoC

P.O. Box 490 Klawock, AK 99925 907-755-2626 • 907-755-2627 Fax www.princeofwalescoc.org

SELDOVIA CoC

P.O. Box 97 Seldovia, AK 99663 907-234-7525 • 907-234-7526 Fax www.seldovia.com

SEWARD CoC

P.O. Box 749 Seward, AK 99664 907-224-8051 • 907-224-5353 Fax www.seward.com

SITKA CONVENTION AND VISITORS BUREAU

P.O. Box 1226 Sitka, AK 99835 907-747-5940 • 907-747-3739 Fax www.sitka.org

OTHER ASSISTANCE

SKAGWAY CoC

P.O. Box 194 Skagway, AK 99840 907-983-1898 • 907-983-2031 Fax www.skagwaychamber.org

SKAGWAY CONVENTION AND VISITORS BUREAU

P.O. Box 1029 Skagway, AK 99840 907-983-2854 • 907-983-3854 Fax www.skagway.com

SUNSHINE CoC

P.O. Box 793 Willow, AK 99688 907-733-1416 • 907-733-1816 Fax

TALKEETNA CoC

P.O. Box 334
Talkeetna, AK 99676
907-733-2330 • 907-733-3940 Fax
www.talkeetnachamber.com

TOK CoC

P.O. Box 389
Tok, AK 99780
907-883-5887 • 907-883-3682 Fax
www.akpub.com/akttt/tokcc.html

UNALASKA/DUTCH HARBOR CONVENTION AND VISITORS BUREAU

P.O. Box 545 Unalaska, AK 99685 907-581-2612 • 907-581-2613 Fax www.unalaska.info

VALDEZ CONVENTION AND VISITORS BUREAU

P.O. Box 1603 Valdez, AK 99686 907-835-2984 • 907-835-4845 Fax www.valdezalaska.org

WILLOW CoC

P.O. Box 183 Willow, AK 99688 907-495-6800 • 907-495-6800 Fax www.willowchamber.org

WRANGELL CoC

224 Front Street/P.O. Box 49 Wrangell, AK 99929 907-874-3901 • 907-874-3905 Fax www.wrangellchamber.org

WRANGELL CONVENTION AND VISITORS BUREAU

P.O. Box 531 Wrangell, AK 99929 907-874-2381 • 907-874-3952 Fax www.wrangell.com/business/resources/wcvb

Chambers of Commerce and Convention and Visitors Bureaus (CVBs) located outside Alaska:

AMERICAN CoC EXECUTIVES MANAGER INFORMATION CENTRAL

4875 Eisenhower Ave., Ste. 250 Alexandria, VA 22304 703-998-0072 • 703-212-9512 Fax www.acce.org

BELLINGHAM/WHATCOM CoC

P.O. Box 958 Bellingham, WA 98227-0958 360-734-1330 • 360-734-1332 Fax www.bellingham.com

GREATER SEATTLE CoC

1301 5th Ave., Ste. 2500 Seattle, WA 98101-2611 206-389-7200 ● 206-389-7288 Fax www.seattlechamber.com

STEWART AND HYDER INTERNATIONAL CoC

222 5th Ave./P.O. Box 306 Stewart, BC VOT 1WO Canada 250-636-9224 • 250-636-2199 Fax 888-366-5999 Toll Free www.stewart-hyder.com

TACOMA-PIERCE COUNTY CoC

950 Pacific Ave., Ste. 300/P.O. Box 1933 Tacoma, WA 98401-1933 253-627-2175 • 253-597-7305 Fax www.tacomachamber.org

UNITED STATES CHAMBER OF COMMERCE NATIONAL OFFICE

1615 H St. N.W. Washington, DC 20062-2000 202-659-6000 ● 202-463-5836 Fax 800-638-6582 Toll Free www.uschamber.com

UNITED STATES CHAMBER OF COMMERCE, NORTHWEST REGION

3400 188th St. S.W., Ste. 403 Lynnwood, WA 98037 425-774-8094 • 425-778-8341 Fax www.uschamber.com

YUKON CoC

101–307 Jarvis St. Whitehorse, YT Y1A 2H3 Canada 867–667–2000 • 867–667–2001 Fax 800–661–0543 Toll Free www.yukonchamber.com

Alaska Native Regional Corporations

AHTNA, INC.

P.O. Box 649 Glennallen, AK 99588 907-822-3476 • 907-822-3495 Fax www.ahtna-inc.com

THE ALEUT CORPORATION

4000 Old Seward Hwy., Ste. 300 Anchorage, AK 99503 907-561-4300 • 907-563-4328 Fax www.aleutcorp.com

ARCTIC SLOPE REGIONAL CORPORATION

3900 C St., Ste. 801 Anchorage, AK 99503-5963 907-339-6000 • 907-339-6028 Fax www.asrc.com

BERING STRAITS NATIVE CORPORATION

P.O. Box 1008 Nome, AK 99762 907-443-5252 • 907-443-2985 Fax www.beringstraits.com

BRISTOL BAY NATIVE CORPORATION

111 W. 16th Ave., Ste. 400 Anchorage, AK 99501 907-278-3602 • 907-276-3925 Fax www.bbnc.net

CALISTA CORPORATION

301 Calista Ct., Ste. A Anchorage, AK 99518-3028 907-279-5516 • 907-272-5060 Fax www.calistacorp.com

CHUGACH ALASKA CORPORATION

560 E. 34th Ave. Anchorage, AK 99503 907-563-8866 • 907-563-8402 Fax www.chugach-ak.com

COOK INLET REGION, INC. (CIRI)

2525 C St., Ste. 500 /P.O. Box 93330 Anchorage, AK 99509-3330 907-274-8638 • 907-263-5186 Fax www.ciri.com

DOYON, LTD.

1 Doyon Pl., Ste. 300 Fairbanks, AK 99701-2941 907-459-2000 • 907-459-2060 Fax www.doyon.com

KONIAG, INC.

104 Center Ave., Ste. 205 Kodiak, AK 99615 907-486-2530 • 907-486-3325 Fax www.koniag.com

NANA REGIONAL CORPORATION

P.O. Box 49 Kotzebue, AK 99752 907-442-3301 • 907-442-2866 Fax www.nana.com

SEALASKA CORPORATION

One Sealaska Plz., Ste. 400 Juneau, AK 99801 907-586-1512 • 907-586-2304 Fax www.sealaska.com

THIRTEENTH REGIONAL CORPORATION

1156 Industry Dr. Seattle, WA 98188 206-575-6229 • 206-575-6283 Fax www.the13thregion.com

Alaska Regional Development Organizations (ARDORs)

ANCHORAGE ECONOMIC DEVELOPMENT CORPORATION

900 W. 5th Ave., Ste. 300 Anchorage, AK 99501 907-258-3700 • 907-258-6646 Fax www.aedcweb.com

KAWERAK, INC.

P.O. Box 948 Nome, AK 99762 907-443-4248 • 907-443-4449 Fax www.kawerak.org

COPPER VALLEY DEVELOPMENT ASSOCIATION

P.O. Box 9 Glennallen, AK 99588-0009 907-822-5001 • 907-822-5009 Fax www.alaskaeconomicdevelopment.org

FAIRBANKS NORTH STAR BOROUGH ECONOMIC DEVELOPMENT COMMISSION

809 Pioneer Rd./P.O. Box 71267 Fairbanks, AK 99707-1267 907-459-1309 • 907-459-1102 Fax www.co. fairbanks.ak.us

KENAI PENINSULA ECONOMIC DEVELOPMENT DISTRICT

14896 Kenai Spur Rd., Ste. 103A Kenai, AK 99611-7756 907-283-3335 • 907-283-3913 Fax www.kpedd.org

LOWER KUSKOKWIM ECONOMIC DEVELOPMENT COUNCIL

P.O. Box 2021 Bethel, AK 99559 907-543-5967 • 907-543-3130 Fax www.lkedc.org

MAT-SU RESOURCE, CONSERVATION & DEVELOPMENT COUNCIL

1700 E. Bogard Rd., Ste. 203A Wasilla, AK 99654 907-373-1062 • 907-373-1064 Fax www.matsudevelopment.org

NORTHWEST ARCTIC BOROUGH ECONOMIC DEVELOPMENT COMMISSION

P.O. Box 1110 Kotzebue, AK 99752 907-442-2500 • 907-442-2930 Fax www.nwabor.org/edc

OTHER ASSISTANCE

PRINCE WILLIAM SOUND ECONOMIC DEVELOPMENT DISTRICT

2207 Spenard Rd., Ste. 207 Anchorage, AK 99503 907-222-2440 • 907-222-2411 Fax www.pwsedd.org

SOUTHEAST CONFERENCE

P.O. Box 21989 Juneau, AK 99802-1989 907-523-2310 • 907-463-5670 Fax www.seconference.org

SOUTHWEST ALASKA MUNICIPAL CONFERENCE

3300 Arctic Blvd., Ste. 203 Anchorage, AK 99503 907-562-7380 ● 907-562-0438 Fax www.swamc.ord

USDA Rural Development Offices

ALASKA STATE RURAL DEVELOPMENT

800 W. Evergreen, Ste. 201 Palmer, AK 99645 907-761-7705 ● 907-761-7783 Fax www.rurdev.usda.gov/ak

BETHEL OFFICE

311 Willow, Bldg. 3/P.O. Box 1869 Bethel, AK 99559 907-543-3858 ● 907-543-3855 Fax www.rurdev.usda.gov/ak/Offices.htm#B ethel,_Alaska

DILLINGHAM OFFICE

Herman Schroder Bldg.
134 First Ave. W./P.O. Box 1370
Dillingham, AK 99576
907-842-3921 • 907-842-3922 Fax
www.rurdev.usda.gov/ak/Offices.htm#Di
llingham,_Alaska

FAIRBANKS OFFICE

590 University Ave. Fairbanks, AK 99709 907-479-6767 ext. 4 907-457-4069 Fax www.rurdev.usda.gov/ak/Offices.htm#F airbanks,_Alaska

KENAI OFFICE

Kenai, AK 99611 907-283-6640 ext. 4 907-283-9667 Fax www.rurdev.usda.gov/ak/Offices.htm#K enai_Alaska

110 Trading Bay Rd., Ste. 160

NOME OFFICE

103 Front St., Rm. 106/P.O. Box 1569 Nome, AK 99762 907-443-6022 • 907-443-6024 Fax www.rurdev.usda.gov/ak/Offices.htm#N ome,_Alaska

SITKA OFFICE

201 Katlian St., Ste. 109A Sitka, AK 99835 907-747-3506 • 907-747-3597 Fax www.rurdev.usda.gov/ak/Offices.htm#Si tka,_Alaska

Additional Small Business, Community and Economic Development Assistance Resources in Alaska

ALASKA INDUSTRIAL DEVELOPMENT AND EXPORT AUTHORITY

813 W. Northern Lights Blvd. Anchorage, AK 99503 907-771-3000 • 907-771-3044 Fax www.aidea.org



ALASKA VILLAGE INITIATIVES

1577 C St., Ste. 304 Anchorage, AK 99501 907-274-5400 ● 907-263-9971 Fax 800-478-2332 Toll Free www.akvillage.com

ANCHORAGE ECONOMIC DEVELOPMENT CORPORATION

900 W. 5th Ave., Ste. 300 Anchorage, AK 99501 907-258-3700 • 907-258-6646 Fax www.aedcweb.com

BUREAU OF INDIAN AFFAIRS, ALASKA REGION

Branch of Credit and Finance 3601 C St., Ste. 1100 Anchorage, AK 99503 907-271-4021 • 907-271-4015 Fax www.doi.gov/bia/Loan%20Guaranty%2 OBrochure.pdf

FAIRBANKS ECONOMIC DEVELOPMENT CORPORATION

301 Cushman St., Ste. 301 Fairbanks, AK 99701 907-452-2185 • 907-451-9534 Fax www.investfairbanks.com

JUNEAU ECONOMIC DEVELOPMENT COUNCIL

612 W. Willoughby, Ste. A Juneau, AK 99801-1732 907-523-2300 ● 907-463-3929 Fax www.jedc.org

STATE OF ALASKA DEPARTMENT OF COMMERCE, COMMUNITY, AND ECONOMIC DEVELOPMENT DIVISION OF INVESTMENTS ANCHORAGE OFFICE

550 W. Seventh Ave., Ste. 1650 Anchorage, AK 99501 907-269-8150 • 907-269-8147 Fax www.commerce.state.ak.us/investments

DIVISION OF INVESTMENTS JUNEAU OFFICE

3032 Vintage Blvd./P.O. Box 34159 Juneau, AK 99803 907-465-2510 • 907-465-2103 Fax www.commerce.state.ak.us/investments

U.S. DEPARTMENT OF COMMERCE ALASKA EXPORT ASSISTANCE CENTER

550 W. 7th Ave., Ste. 108 Anchorage, AK 99501 907-271-6237 • 907-274-6242 Fax www.buyusa.gov/alaska

UNIVERSITY OF ALASKA CENTER FOR ECONOMIC DEVELOPMENT

Diplomacy Bldg., 5th Fl. 507G 3211 Providence Dr. Anchorage, AK 99508-8243 907-786-5444 • 907-786-5446 Fax www.ced.uaa.alaska.edu

WORLD TRADE CENTER ALASKA

431 W. Seventh Ave., Ste. 108 Anchorage, AK 99501 907-278-7233 ● 907-278-2982 Fax www.wtcak.org

Delivering Results that Sweep the Country.



34 – Small Business Resource ALASKA Visit us online: www.sba.gov/ak

TOP LENDERS

Alaska's Participating Lenders

ALASKA GROWTH CAPITAL BIDCO, INC.

(Non-Bank Lender)(PLP)

John Delano or Patrick Williams, Loan Officer 3900 C St., Ste. 302 Anchorage, AK 99503-5965 907-339-6769 or 888-315-4904 www.alaskagrowth.com

ALASKA PACIFIC BANK (SBAExpress, Community Express, Patriot Express)

Heather Mitchell, Asst. VP/ Commercial Lending 2094 Jordan Ave. Juneau, AK 99801 907-790-5144 or 800-478-3050 www.alaskapacificbank.com

ALASKA USA FEDERAL CREDIT UNION

David Hamilton, SVP P.O. Box 196615 Anchorage, AK 99519-6615 907-786-2362 or 877-646-6670 www.alaskausa.org

BORREGO SPRINGS BANK, N.A. (SBAExpress, Community

Express, Patriot Express)
Frederick Crispen, Exe. VP
Community Express Lending
12121 Panama City Beach Pkwy.
Panama City Beach, FL 32407
850-230-0454 or 866-717-7718
www.borregospringsbank.com

BUSINESS LENDERS, LLC (PLP, Non-Bank Lender)

Penn Ritter, President and Chief Executive Officer 50 State House Sq. Hartford, CT 06103 860-244-9202 ext. 118 or 800-646-7689 ext. 118

CAPITAL ONE, N.A.

(PLP, SBAExpress, EWCP)

www.businesslenders.com

Susan E. Streich, Dir. of Gov. Relations and Partnerships Small Business Solutions 15000 Capital One Dr., Attn: 12071-0210 Richmond, VA 23238 804-314-6472 or 571-222-7309 www.capitalone.com

CAPITAL ONE BANK, N.A. (PLP, SBAExpress, EWCP) Susan E. Streich, Dir. of Gov.

Relations and Partnerships Small Business Solutions 15000 Capital One Dr., Attn: 12071-0210 Richmond, VA 23238 804-314-6472 or 571-222-7309

www.capitalone.com

CIT SMALL BUSINESS LENDING CORP.

(PLP, Non-Bank Lender)

Gwen Lundgren, Reg. Accts. Mgr. 10215 Lake City N.E., Ste. A Seattle, WA 98115 206-522-6033 or 877-385-6033 www.smallbizlending.com

COMERICA BANK

(PLP, SBAExpress, Patriot Express, EWCP)

Tim Burton, VP and Mgr. 1 N. Central Ave., Ste. 1000 Phoenix, AZ 85004 602-417-1102 www.comerica.com

DENALI ALASKAN FEDERAL CREDIT UNION

John Scoblic, Loan Officer 440 E. 36th Ave., Ste. 220 Anchorage, AK 99503-4136 907-257-7240 www.denalifcu.org

DENALI STATE BANK

Michael Smith, VP and Chief Lending Administrator Gary Conatser, Sr. VP and Sr. Lending Officer 119 N. Cushman St. Fairbanks, AK 99701 907-456-1400 www.denalistatebank.com

EVERGREEN COMMUNITY DEVELOPMENT ASSOCIATION

(CDC/504 Loans)
Barbara Gill, Sr. Loan Officer

P.O. Box 3673 Palmer, AK 99645-3673 907-746-5047 800-878-6613 Toll Free, Main Office www.ecda.com

FIRST BANK

John Clifton, VP P.O. Box 7920 Ketchikan, AK 99901 907-228-4289 or 800-478-6101 www.firstbankak.com

FIRST NATIONAL BANK ALASKA (SBAExpress, EWCP)

Jason Criqui, VP 101 W. 36th Ave., Ste. 333 Anchorage, AK 99510-0720 907-777-3067 or 800-856-4362 www.fnbalaska.com

GE CAPITAL SMALL BUSINESS FINANCE

(PLP, Non-Bank Lender) Eddie Accame, VP/ Sr. Acct. Mgr. 10900 N.E. 4th St., Ste. 500 Bellevue, WA 98004 425-450-3445 www.qesmallbusiness.com

HANMI BANK

(PLP, SBAExpress, EWCP)

James Kim, Sr. VP and Mgr. Wilshire Blvd. Los Angeles, CA 90010 213-427-5657 www.hanmi.com

INDEPENDENCE BANK (SBAExpress)

Deborah Hedstrom, Sr. VP P.O. Box 2090 Havre, MT 59501–2090 406–265–1241 www.ibyourbank.com

INNOVATIVE BANK

(PLP, SBAExpress, Community Express)

Danny Alfonso, FVP/SBA Dept. Mgr. 360 14th St. Oakland, CA 94612 510-899-6800 or 866-812-1216 www.innovativebank.com

KEYBANK OF ALASKA

(PLP, SBAExpress, Community Express, Patriot Express)

Win Gruening, Bus. Banking Sales Mgr. Lynn Klassert, Sr. Relationship Mgr. 101 W. Benson Blvd, Ste. 401 P.O. Box 100420 (Mailing Address) Anchorage, AK 99510-0420 907-564-0251 www.key.com

MATANUSKA VALLEY FEDERAL CREDIT UNION

(SBAExpress, Community Express)

Read Dunn, Commerical Loan Mgr. 1020 S. Bailey St. Palmer, AK 99645 907-761-4630 www.mvfcu.coop

MIRAE BANK (PLP, SBAExpress)

Henry Ha, First VP and Mgr. Paul K. Lee, VP and Loan Officer 3255 Wilshire Blvd., # 701 Los Angeles, CA 90010 213-427-8896 or 213-427-8895 www.miraebank.com

MT. MCKINLEY MUTUAL SAVINGS BANK

Bart Lebon, Exe. VP 530 Fourth Ave. Fairbanks, AK 99707 907-452-1751 www.mtmckinleybank.com

NATIONAL COOPERATIVE BANK (PLP, Non-Bank Lender, SBAExpress, Patriot Express)

Leo Barlow, VP 3000 A St., Ste. 406 Anchorage, AK 99501 907-561-0777 www.ncb.coop

NATIVE AMERICAN BANK, NA (SBAExpress)

Pam Nesius, VP 999 18th St., Ste. 2460 Denver, CO 80202 720-963-5505 www.nabna.com

NORTHRIM BANK (EWCP)

Bob Shake, Sr. VP 3111 C St., Ste. 410 Anchorage, AK 99503 P.O. Box 241489 (Mailing Address) Anchorage, AK 99524–1489 907–261–33095 or 800-478-2265 www.northrim.biz

PACIFIC INTERNATIONAL BANK

(PLP, SBAExpress)

Mina Lee, Asst. VP 1155 N. 130th St., Ste. 100 Seattle, WA 98133 206-267-2735 www.pibank.com

RESOURCE CAPITAL (CDC/504 Loans)

Phil Reid, Business Dev. Officer 1120 Huffman Rd., Ste. 24-233 Anchorage, AK 99515 907-306-0575 www.resourcecapital.com

SAEHAN BANK

(PLP, SBAExpress, EWCP)

Joshua Yoon, VP & Mgr. 3580 Wilshire Blvd., Ste. 1200 Los Angeles, CA 90010 213-388-5550 saehanbank.com

TELESIS COMMUNITY CREDIT UNION

(PLP, SBAExpress)

Sylvia Bettencourt, Credit Mgr., SBS 9301 Winnetka Ave. Chatsworth, CA 91311 818-836-6311 www.businesspartnersllc.com

UNIBANK

(PLP, SBAExpress)

Philip Yun, Credit Analyst/SBA Loan Processing 16929 Hwy. 99, Ste. 110 Lynnwood, WA 98037 425-275-9715 www.unibankusa.com

UNITI BANK

(PLP, SBAExpress)

Abraham Pak, VP 6301 Beach Blvd., Ste. 100 Buena Park, CA 90621 714-736-5703 www.unitibank.com

WACHOVIA SMALL BUSINESS CAPITAI

(PLP, Non-Bank Lender, SBAExpress)

Jerri Klein, VP 18300 Vonkarman, Ste. 450 Irvine, CA 92612 949-251-9018 or 800-343-3662 www.wachovia.com

WELLS FARGO BANK, N.A.

(PLP, SBAExpress, Community Express, Patriot Express)

John Guthrie, Business Relationship Mgr. 1351 E. Huffman Rd., Ste. 201 Anchorage, AK 99515 907-348-5365 www.wellsfargo.com

SBA Lender Status:

PLP: Preferred Lender Program

Non-Bank Lender: Financial Institution that does not hold depository accounts.

SBAExpress: Lenders approved to provide SBAExpress loans, which are SBA guaranteed loans of \$350,000 or less using a streamlined review process.

Community Express: Lenders

approved to provide SBA Community Express loans, which are SBA guaranteed loans of \$250,000 or less, focusing primarily on low and moderate income areas and SBA's New Markets (women, veterans, and minority-owned businesses).

Patriot Express: Lenders

approved to provide SBA Patriot Express loans, which are SBA guaranteed loans of \$500,000 or less, focusing primarily on veterans and members of the military community.

EWCP: Lenders approved to provide SBA Export Working Capital loans, which are SBA guaranteed loans of \$2.0 million or less, focusing primarily on businesses that are able to generate export sales and need additional working capital to support these sales.

CDC: Certified Development Company

INCORPORATE OR FORM AN LLC TODAY.

Start your business with The Company Corporation.

ACT NOW!

Order Online or by Phone & Mention "SBA" during your call.



Incorporate or form an LLC with The Company Corporation and find other great tools to help get your business started.

Three reasons businesses turn to The Company Corporation:

AFFORDABLE. Complete your incorporation or LLC at a fraction of the cost of using a lawyer.

EASY. Work with a Business Services Specialist by phone or complete your application online in 10 minutes or less, in all 50 states.

FINANCIALLY STRONG. \$50,000 Guarantee*!

Only The Company Corporation has the strength to offer this type of protection for your company.

CALL 1-800-941-2627 www.incorporate.com/sba

